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RETENTION OF JUNIOR OFFICERS IN THE SURFACE NAVY

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THESIS

RETENTION OF JUNIOR OFFICERS
IN THE SURFACE NAVY

BY

Thomas Joseph Lopez

Thesis Advisor: R. S. Elster

June 1973

T15517

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Retention of Junior Officers
in the Surface Navy

by

Thomas Joseph Lopez
Lieutenant Commander, United States Navy
B.A., United States Naval Postgraduate School, 1972

Submitted in partial fulfillment of the
requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

from the

NAVAL POSTGRADUATE SCHOOL
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ABSTRACT

The Surface Navy has had and is facing a serious problem in the area of retention of Surface Junior Officers. Through interviews and questionnaires, this study identified and examined pertinent aspects of that issue. Subjects were 162 Surface Junior Officers who were students at the Naval Postgraduate School. The results of the study revealed retention factors which appeared uppermost in the minds of the officers surveyed. Recommendations for change and attractive aspects of the Surface Navy were indicated by the respondents. Recommendations to possibly effect improvement in the Surface retention rate were included by the author.

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I. INTRODUCTION

Traditionally, when one thinks of the Navy, the image of the young officer, binoculars in hand, on the wing of the bridge, springs to mind. One perceives the young officer challenging the sea from a position of responsibility to his crew, his captain, his Navy, and his country.

A question arises. Why aren't these young officers being retained in sufficient quantities as Surface Line Officers in the United States Navy? The question demands consideration!

The purpose of this study is to identify some of those factors which have motivated, are motivating, or would motivate young capable officers to remain in or leave the Surface Navy of today. The medium ultimately used to identify those factors is a carefully designed questionnaire.

Admiral Bagley stated in February of 1972 that "...we continue to have problems in the retention of surface line and medical officers. These two communities will constitute our most serious officer-retention problems as we move into a zero draft environment."[1]

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[1] U.S., Congress, Senate, Subcommittee on Appropriations, Hearings on H. R. 16593, Department of Defense Appropriations for Fiscal Year 1973, 92nd Cong., 2nd session, Washington, D. C.: U.S. Government Printing Office, 1972, Part 3, p. 327.

Bureau of Naval Personnel retention statistics as presented in Table I show vividly the problem facing the Navy in retention of the Surface Junior Officer. Although the Nuclear Submarine and Aviation Communities in recent years have shown progress toward their respective retention goals, the Surface retention rate has steadily declined from the 20 percent figure of 1967 to 14 percent in 1972, with 1973 projected as another 14 percent retention year. At best, 1973 promises to show a bottoming out effect, but no real expectation of an upward trend.

In today's increasingly complex Navy there is a constantly growing demand for technical competence and managerial expertise in the Surface Navy's Officer Corps. Therefore, the Navy's percentage goal of retention must be intermeshed with that of retaining those officers who best fit the needs of a technologically and socially complex service.

A most logical sample of officers, pre-selected not only for their academic prowess, but for their professional performance as well, would be the Junior Officer Surface Warfare Community at the United States Naval Postgraduate School in Monterey, California. Certainly this is a biased sample, but that is the intent. The officers of the Naval Postgraduate School have the qualities for which the Navy is searching. By the very fact that most of them are obligated for two or more years beyond their minimum service due to their assignment to the Naval

TABLE I

OFFICER RETENTION STATISTICS

AT MINIMUM SERVICE REQUIREMENT,
PLUS, TWO YEARS

WARFARE SPECIALTY	FY-67	FY-68	FY-69	FY-70	FY-71	FY-72	FY-73*	GOALS
Nuclear Submarine#	72%	58%	50%	33%	33%	41%	47%	50%
Pilots	57%	43%	31%	25%	27%	34%	42%	52%
Surface	20%	17%	18%	16%	17%	14%	14%	30%

REGULAR/RESERVE COMPARISON (AT MSR + 2 YEARS)

PILOTS	FY-70	FY-71	FY-72	FY-73*
Overall Retention	25%	27%	34%	42%
Regular Commissioned Officers	34%	39%	43%	56%
Reserve Commissioned Officers	21%	22%	29%	37%
110X/111X OFFICERS (SURFACE)				
Overall Retention	16%	17%	14%	14%
Regular Commissioned Officers	39%	38%	40%	45%
Reserve Commissioned Officers	10%	11%	8%	9%

NUCLEAR SUBMARINE

Unavailable: Few Reserve Officers in Program

*Projected
#Nuclear Submarine rates prior to 1970 are BuPers estimates.
Source: Bureau of Naval Personnel

Postgraduate School, they would be considered a plus toward the Navy's goal of a 30 percent retention rate in the Surface Navy.

Having identified and chosen a sample of the population that the Navy would like to retain for a full career, assuming continued high performance by the individual officers, a next step would be to attempt to find out exactly what factors motivate these officers to want to leave or remain in the Naval Service. Therein lies a purpose for the study.

There are, of course, obvious reasons for the Navy's retention goals beyond those that have been mentioned. Among the first that come to mind are the increased training costs of replacing officers who were not retained. For every officer that leaves, there can be some expected loss of efficiency in his ship or station until his replacement has learned the job. If there is an insufficient number of officers, then one could expect that the officer replaced would have had even greater responsibilities, and upon his departure, an even greater loss of efficiency for the ship, station, and the Navy. One can comprehend the magnitude of the problem on observing that the Navy is shrinking almost daily in size. Yet, we cannot retain a sufficient number of Surface Officers to adequately operate the Fleet.

In summary, it can be said that the Navy has a recognized problem of retaining young officers past the minimum

service, plus two year, mark. The purpose here will be to identify some career objectives, to rank them, and to identify and discuss satisfiers and dissatisfiers of Surface Navy life as perceived by the Surface ensigns, lieutenants junior grade, and lieutenants who are students at the Naval Postgraduate School.

II. METHOD

The procedure for study was to generate a questionnaire through interviews of Surface Junior Officers at the Naval Postgraduate School. The questionnaire was designed so the data could be processed at the computer facility located at the Naval Postgraduate School.

A. DEVELOPMENT OF THE QUESTIONNAIRE

Development of the questionnaire involved extensive research of previous studies, both in the military and civilian environments. Numerous questions concerning proper survey design arose since the Surface Warfare Community had not been surveyed as an entity in and of itself although it had been included in studies such as that done by the Secretary of the Navy's Retention Task Force in 1966.

The first decision was not to include lieutenant commanders in the survey even though they are now assigned by the Surface Junior Officer Assignment Section.[2] There were two primary reasons for this decision. First, the lieutenant commander, traditionally, has been set apart from the Junior Officer Community; secondly, he is beyond his minimum service requirement (MSR), plus two years,[3]

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[2] Bureau of Naval Personnel (Officer Distribution Division), "Surface Lieutenant Commander/Surface Junior Officer Assignment Sections to Merge," The Officer Personnel Newsletter (NAVPERS 15892), February, 1973, p. 12.

[3] MSR+2 years is the point in time used by the Bureau of Naval Personnel when studying retention of Naval Officers.

and most can be considered at least 20-year officers. Lieutenant commander selectees were included since they could come from year groups 1965, 1966, and 1967, and at most would have nine years of commissioned service. All designators within the Surface Warfare Community were to be included.

Surface Warfare Officers, lieutenant commander selectees and junior, who were enrolled as students at the United States Naval Postgraduate School in Monterey, California during March/April 1973, were chosen as the sample. It was felt that this would be a most representative sample of those Junior Officers that the Navy is most desirous of retaining for a full career. They must be officers of high professional performance and high academic achievement and,"all other factors being equal, professional performance determines individual competitiveness with contemporaries and impacts directly on the selection procedure."[4]

It was expected that the sample would reflect a much higher career intent that that of the average Surface Officer. It was assumed that the Navy must expect to retain almost all of those Surface Officers ordered to the Naval Postgraduate School to some point beyond MSR, plus two years, or most probably until retirement at twenty or

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[4] Bureau of Naval Personnel (Officer Distribution Division), "Not Selected for Postgraduate Education?" The Officer Personnel Newsletter (NAVPERS 15892), February, 1973, p.11.

more years. Two reasons for this are: (1) the obligation of one year for each six months of school that the officer incurs; and (2) the tremendous monetary investment incurred by the Navy to pay for, in most instances, one or more years of education that is essentially an investment in the future.

In order to select what questions would be most applicable to today's Navy, it was concluded that the best method would be not to subjectively choose questions that had been used in previous questionnaires, plus the author's own ideas for queries, but rather to develop questions through interviewing Surface ensigns, lieutenants junior grade, and lieutenants. Seventeen officers were interviewed by the author for periods ranging from approximately 30 minutes to one hour and 30 minutes. The time each officer spent voluntarily with the interviewer is in itself an indication of the tremendous interest in the subject of Surface Junior Officer retention by the officers involved.

Two ensigns, one lieutenant junior grade, and 14 lieutenants were interviewed. Three of the officers, one ensign and two lieutenants, were known by the author, although only one lieutenant could be considered a close friend. The rest were random selectees. Each officer was asked two basic questions: (1) What aspects of the Surface Navy or the Navy in general make it attractive as a career? (2) What aspects make it unattractive? No officer was asked his career intent so that the answers might be more

spontaneous and unbiased. In this way, the interviewee would not have to feel his statements or questions reflected his career intentions.

Thus, the data were collected in order to generate a Surface Warfare questionnaire. The questions or statements appearing most frequently in the interviews were chosen as representative items pertinent to Junior Officers in the Surface Navy.

In order to determine if career objectives had changed over recent years in light of changing society, it was resolved to measure career objectives that had been surveyed in the recent past. The objectives chosen were those used by Harsh and Kinney for their 1965 study of manpower in the Navy for the 1970-1980 time period. Seventeen objectives were used in the original study; however, these were reduced to 12 for this research.[5]

Although it is not intended in this study to analyze different groups, such as Surface Officers from the Naval Academy or Officer Candidate School, the questionnaire was designed to allow for distinction between various subgroups for possible later study. Eight sub-grouping variables were made available: (1) designator; (2) year group;

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[5] Charles M. Harsh and Jack A. Kinney, Manpower Considerations Applicable to the Navy in the 1970-1980 Time Period (Annex B: Officer Survey), Institute of Naval Studies, Study 13, Washington, D. C.: Center for Naval Analyses, The Franklin Institute, 1965, p. 81.

(3) commission source; (4) rank; (5) ethnic group; (6) marital status; (7) Naval Postgraduate School program; (8) career intentions.

The questionnaire was designed for computer processing using the Statistical Package for the Social Sciences by Nie, Bent, and Hull (1970). There were the eight demographic categories mentioned above, followed by 12 career objectives, 53 questions requiring responses on a five-point rating scale, strong negative to strong positive, and two final questions requiring written responses. Question 53 also encouraged a written reply. Questions related by subject matter were separated (in questions 1-53) so that each statement would be considered on its own.

Questionnaire return rates at the Naval Postgraduate School to student initiated questionnaires have averaged approximately 30 percent. In order to receive a higher response, four steps were taken. The first was to address each questionnaire to the individual Surface Warfare Officer. Secondly, the cover was designed so that when folded, the recipient saw only the portion with Surface Warfare Only underlined. Thirdly, the most time-consuming task, that of ranking 12 career objectives, was placed first to ensure that it would be filled out by most officers. The fourth step was to send out a reminder four days after the initial issue. This reminder is illustrated in Appendix A. One additional item was appended to page two of the survey.

This was an explanation of "positive" and "negative" as applicable to questions 1 through 53.

The questionnaire was sent out on 30 March 1973 and the results were most pleasing. Two-hundred-eighty-five surveys were mailed to students and 162 were returned, yielding a return rate of almost 57 percent. One-hundred-sixty of those returning completed surveys ranked the 12 career objectives.

B. DATA PROCESSING

Each questionnaire was numbered and coded. All answered surveys required two punched computer cards. The coded information was entered on FORTRAN coding sheets and punched into 80 column cards. Cards were then compared against sheets for errors. Coding and checking required two persons for accuracy. A complete data printout, computer program, and results are contained in the Appendices. It is suggested that, at this point, the reader peruse the questionnaire which can be found in Appendix A.

III. DISCUSSION OF DATA

Insofar as possible, related questions, numbered one through 53 in the questionnaire, will be grouped here to facilitate discussion. Some justification of this subjective grouping can be shown by examination of the factor analysis contained in Appendix G. Where correlation exists between the 12 career objectives and the 53 questions contained in the survey, it will be discussed. For example, the subject matter contained in question one on the career effect of executive officers is related to the third listed career objective of "work with and for persons whose abilities and accomplishments I respect." One possible measure of importance of the question with relation to career retention would be to ascertain its affinity to one or more career objectives, as in the above example. Questions relating to higher ranked (by the group) career objectives should be, in most instances, considered more important than those corresponding to lower ranked objectives.

Other areas to be discussed will be the initial data provided in the first eight variables, the comments on question 53, the recommendations of Surface Officers for change, the most attractive aspects of the Surface Navy, and the factor analysis of questions one through 53.

A. PERSONAL CHARACTERISTICS OF RESPONDENTS

The designator sub-group dominating (78.4%) the statistics is that of the 1110's, those regular officers who are designated Surface Warfare Officers by virtue of having met prerequisites as outlined in the Bureau of Naval Personnel Manual (NAVPERS 15791B), Article Number 1410270. The remaining officers responding were of designators 1100, 1105, and 1115. No other designators were represented. Regular officers not having met the requirements for the Surface Warfare designation are designated 1100 (regular, general line officer). Of the officers answering the survey, 16.7 percent were of this category. Reserve officers, 1115's (those meeting the criteria for the Surface designation) and 1105's (those not meeting the criteria), were represented by percentages of 1.9 and 3.1, respectively. Complete statistics of replies, arranged by officer designator, are contained in Appendix B.

Eight year groups were included in the survey's target population. One year group, 1971, was not represented by any respondent. Of the seven remaining year groups, 1967 and 1968 appeared most often with 22.8 and 19.1 percent, respectively. Year groups 1965 through 1969 contained 86.4 percent of the responses.

Of the commission sources, the Naval Academy was most heavily represented with 37.0 percent. Naval Enlisted Scientific Education Program (NESEP), Naval Reserve Officer

Training Corps (NROTC), and Officer Candidate School (OCS) graduates were nearly even in representation, and ranged from 17.3 to 18.5 percent. Table II shows each commission source and the retention statistics for that source since 1966. None has shown any large gains and OCS has decreased substantially since 1968. Close examination of the table will reveal that the total Surface retention rate is driven by a large percentage of reserve officers, and a majority of those officers were commissioned through OCS.

Until recently, the time in grade requirements allowed almost all Surface Junior Officers to advance to the rank of lieutenant in three years. Therefore, by far the greater percentage (84.0%) of officers answering the survey were lieutenants. Ensigns, lieutenant commander selectees, and lieutenants junior grade responded in decreasing percentages of 8.0, 5.6, and 2.5 percent, respectively.

Only 2.5 percent of the officers returning the questionnaire were from minority ethnic groups. The remainder were white-Americans.

More than three-fourths (77.2%) of the officers were married. Most of the remaining officers were single (20.4%), with divorced or separated a minimal percentage of 2.5.

Again, insofar as the groups in particular Naval Postgraduate School programs are concerned, one group dominates the statistics, that of the Surface Junior Officers enrolled in programs offered by the Postgraduate School to achieve a master of science degree. They were represented by 91.4

TABLE II

SURFACE WARFARE RETENTION DATA FOR COMMISSION SOURCES

[Officers at Minimum Service Requirement (MSR) + 2 years)

	FY							
	66	67	68	69	70	71	72	73
TOTAL	23%	20%	17%	18%	16%	17%	14%	14%
SOURCE								
USNA	63%	70%	65%	53%	45%	53%	51%	51%
NROTC(R)	--	22%	25%	28%	26%	25%	25%	35%
NROTC(C)	12%	14%	11%	10%	--	11%	16%	17%
OCS	19%	15%	11%	11%	8%	9%	5%	7%
ROC	27%	26%	36%	17%	14%	17%	21%	12%
NUSEP	100%	100%	57%	73%	62%	44%	52%	64%
Combined Reg.Sources	63%	42%	40%	43%	39%	38%	40%	45%
Combined Res.Sources	19%	16%	12%	12%	10%	11%	8%	9%

NOTES: (1) Rates for FY73 are projected based on data as of 30 June 1972.

(2) A loss to the Surface Warfare Community does not necessarily imply a loss to the Navy, since some intraservice transfers to other communities do take place.

(3) NROTC(R) Minimum Service Requirements were changed from 3 years to 4 years commencing with year group 61. NROTC(C) Minimum Service Requirement was changed from 2 years to 3 years commencing with year group 66.

Source: Bureau of Naval Personnel

percent of those completing the survey. The remainder were baccalaureate (4.3%), Engineers (3.1%), and Ph.D. candidates (1.2%).

The most important categories, which are central to this study, are the career intentions as indicated by the officers in the survey. It is assumed that the Navy would like to retain all of the officers queried since, by their assignment to the Naval Postgraduate School, they are designated as high performers. The first statistics, those who intend to remain for only their minimum obligated service (2.5%) and the group who are undecided (22.8%), are interesting in that they represent over one-fourth of those answering the questionnaire. Only 13 of the 41, so indicating, are ensigns who presumably have not experienced fleet operations except for midshipmen cruises,but, even that is surprising because not one ensign said he has decided on a career and two of the 13 said they intend to resign at the end of their obligated service. It must be noted that 28 of those in the above mentioned categories (intend to remain minimum obligated service, or undecided) are lieutenants junior grade and lieutenants and most of those are lieutenants with at least one sea tour. No officer indicated an intent to remain for over ten, but less than 20, years.

Another interesting aspect appears if one combines the first two categories (intend to remain minimum obligated service, or undecided) with those officers indicating desires

to remain only 20 years (33.3%). This combination yields 58.6 percent of the respondents. This would be alarming if these career intentions are actually fulfilled, because it has already been stated that the sample is of those officers the Navy essentially would desire to retain for a full career. The Department of Defense has defined a full career as 30 years,[6] so the indicated response would not be supportive of that goal.

Those who said they intend to remain over 20 but less than 30 are 22.8 percent of the sample. Those indicating intentions to remain for the maximum time possible represent less than one in five (18.5%) officers answering the questionnaire. One would presume the Department of Defense goals would expect a higher percentage of Surface Officers at the Naval Postgraduate School to fall in the latter classification on the basis of their selection for the School.

Cross-tabulations are provided in Appendix B of five of the variables just discussed. The column variable in each matrix is a year group. The row variables are designator, commission source, marital status, and career intentions. Through the use of these tables, one may select almost any subgroup desired in order to examine absolute response frequency, column or row percentages, and total percentages.

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[6] Department of Defense, "New Military Retirement System Proposal," Commander's Digest, 6 October 1972, Vol. 12, No. 25, p. 11.

A statistic from the first cross-tabulation that is of interest is that 127 officers, a percentage of 78.4 of the total,are of the 1110 designator and members of year groups 1965 through 1970.

The second cross-tabulation shows Naval Academy graduates as the greater number of respondents in year groups 1965 through 1968, plus 1972, with NESEP's the larger number in 1969 and OCS in 1970. As has been previously mentioned, there were no respondents from year group 1971.

In the third cross-tabulation, one notes that over 90 percent of those officers who are married are from year groups 1969 and earlier.

One can easily see in cross-tabulation four that one-third of the Surface Officers intend to remain for only 20 years and 98 percent of them are of year group 1969 and earlier.

B. RANKING CAREER OBJECTIVES

In 1965 the Center for Naval Analyses of the Franklin Institute surveyed 9,137 officers, ensign through captain, of all designators. Included in their survey were 17 career objectives from which the officer was asked to choose the four that were most important and the four that were least important to him. They were subsequently ranked in terms of the percentage of the sample that judged them to

be most important.[7] Table III indicates the 17 objectives and their ranks.

It was decided by this author to again test some of those objectives within the Surface Warfare Junior Officer Community at the Naval Postgraduate School. Instead of 17 values, 12 were chosen that reflected the entire distribution response of the 17 original objectives and seemed appropriate for the young officer of today. The officers in the present study were asked to simply rank the 12 career objectives with number one being most important. The mean value for each choice was then placed in order, with the lowest value mean representing the most important career objective for those officers completing the survey (see Table III for these results). It was intended to use the responses to these 12 objectives to measure any change in relative rank in the objectives from the previous study. There were, as might be expected, some changes that might be attributed to the differences in the samples; however, others cannot so easily be explained.

The shift in position of the career objective, "opportunity for advanced education or professional growth," might be explained by the evidence that the officers, having already enrolled in a program of higher education, feel less of a psychological need for this objective than a group which as a whole were not offered the opportunity.

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[7] Harsh and Kinney, op. cit., pp. 81-85.

TABLE III (continued)

New Mean	New Rank	Career Satisfactions or Objectives	Original Percentage of Responses Most	Original Percentage of Responses Least	Original Rank
8.61	11	Time for home life and/or participation in community affairs	21.5	22.7	8
Not used	-	Meeting the challenge of risky operations or diversified assignments	20.7	28.2	N/u
7.13	7	Helping to promote important national or humanitarian objectives	20.1	22.0	9
Not used	-	A stimulating job free from unproductive 'busy work'	17.5	20.9	N/u
6.44	6	Opportunity for considerable outdoor life, with travel and adventure	16.2	35.9	10
8.89	12	Stimulating social and cultural activities for myself and/or my family	10.1	37.6	11
Not used	-	Freedom from close supervision and regimentation	10.0	45.5	N/u
7.74	10	Successfully carrying out plans in an orderly organization	7.3	27.1	12

*Original data: From Institute of Naval Studies, Study No. 13, by Harsh and Kinney

New data: See Appendix C.

The increase in importance of the objective of the "opportunity to investigate, to try new ideas, to test my ingenuity" may be explained by similar reasoning. The officers answering the questionnaire are undoubtedly aware of their status within the Navy and this coupled with the academic environment would lead them to place a premium on free, original thought and application.

The "opportunity for considerable outdoor life, with travel and adventure" stands substantially above its relative ranking in the original study. Increased emphasis on the recruiting of officers who truly join the Navy to see the world would seem to be a logical recommendation based on this finding.

A method for examining career objectives of all officers upon recruitment--and periodically thereafter--could be used as a means of predicting retention and for career counseling. Career objectives that are highest and most easily satisfied should be those identified in recruiting and stressed by career counselors. You simply advertise what you do best to those whom you want to retain. Surely, if the data were examined, one would expect to find that there are differences in the career objectives of the undecided group and those who will remain for the maximum time. It would seem reasonable that more congruence could be achieved if selective recruiting were practiced where possible. The question posed is, why recruit someone if there is little possibility of retaining him beyond his

minimum obligated service? Of course, these suggestions are not a "cure all" for the retention ills of the Surface Navy, but they could be a small step in the right direction.

C. QUESTIONS AND STATEMENTS: THEIR PAST, PRESENT, OR FUTURE EFFECT ON CAREER INTENT

It was decided that rather than research previous studies for possible areas of investigation, it would be better to generate statements and questions through interview. This procedure has been briefly touched upon in the discussion on development of the questionnaire.

It is fully realized that many areas of concern are not covered by the survey and, conversely, other subjects are extensively treated. One must consider, however, that the statements or questions were generated by the two queries originally presented to the 17 Junior Surface Warfare Officers. They were: (1) What aspects of the Surface Navy or the Navy in general make it attractive as a career? (2) What aspects make it unattractive? The answers to those questions were the essence of the 53 questions or statements as shown in the questionnaire. (See Appendix A for the questions as presented in the survey.)

The survey was designed by the author for ease of answering and to facilitate coding into the computer format needed for the Statistical Package for the Social Sciences by Nie, Bent and Hull. The respondents were given a choice of any one of five answers: (1) strong negative (--); (2) slight negative (-); (3) no effect (0); (4) slight positive (+);

and (5) strong positive (++). Complete instructions were given, including examples.

1. Effect of Superiors

The first interrelated statements are numbers one (Var 021), 11 (Var 031), 18 (Var 038), and 42 (Var 062). All have some concern with the effect of superiors on the career intentions of the individual officer.

All superiors were reported as having a positive effect on retention, with commanding officers having the most positive influence, followed by department heads and executive officers. On a one-to-five scale (where five was strong positive) their respective means were 3.86, 3.69, and 3.39. This would seem to indicate that the commanding officer, whose policies influence everyone on the ship, has the largest effect, while individual interpretation of those policies would be at the immediate superior level by the department head. The executive officer, while very much in the chain of command, is perhaps less influential because of his more administrative posture with little operational duty and, in addition, he traditionally moves in the shadow of the commanding officer, simply echoing his commands.

The last variable, number 062, points out that, although the previous three variables show positive influence, those officers in superior positions could be even more effective in retaining Surface Officers if they practiced more consistent policies. More than one-half the officers

queried elected a negative effect for this variable. The mean was 2.5. A partial solution to this problem might be to have, whenever possible, executive officers on Surface ships relieve the commanding officer when he is detached. This should maintain a greater measure of continuity in policy.

Almost all of the career objectives can be directly or indirectly affected by the more senior officers in the positions discussed. The objective most directly akin to these questions is "work with and for persons whose abilities and accomplishments I respect" which ranks fifth in the selected order of career objectives. It would seem important for this case since superiors were rated negatively on their consistency.

2. Compensation

The next focus of attention is in the area of compensation. Again, responses to four questions are examined. They are: (1) two (Var 022); nine (Var 029); 16 (Var 036); and 36 (Var 056). The first three address special types of pay, and the fourth, overall financial security.

The first calls attention to the possibility of sea pay (Var 022). The example used in this question was not the most recent proposal; however, its lack of currency should not have greatly affected the results. The Navy is acutely aware of the need for this type of compensation and it has been recommended continuously to Congress since the Secretary of the Navy's Task Force on Navy/Marine Corps

Personnel Retention Study was completed in 1966. The present study shows that it would most probably enhance retention in the Surface Navy if effected.

A second subtopic of compensation is the statement on additional pay as afforded to aviators and submariners (Var 036). This subtopic has some correspondence to sea pay. Surface Officers show that their career intentions are affected negatively because they do not receive additional pay for what many must consider arduous and somewhat hazardous duty.

The next subject was the basic allowance for quarters (BAQ) for all officers afloat. The first page of Variable 029 in Appendix C shows the data from all respondents, and the second page has data from only single officers. As might be expected, the mean of the single officers is considerably higher than that of all officers taken together.

Financial security as offered by the Navy should be a major selling point for career retention. Even without the special pays discussed above, financial security (Var 056) is a positive attraction to over 80 percent of the Surface Officers surveyed.

None of the career objectives as used in this study directly relate to the topic of pay; however, its use as a retention incentive is widely believed--witness the increase in military basic pay of 74 percent between 1968 and 1973.

3. Promotion

The subjects related to promotion were the ones most often mentioned in interviews prior to the generation of the questionnaire and, subsequently, they appear most often in the survey as the factor of highest interest.

There are nine subtopics related to promotion. They include numbers: three (Var 023), seven (Var 027), ten (Var 030), 17 (Var 037), 21 (Var 041), 26 (Var 046), 43 (Var 063), 47 (Var 067), and 52 (Var 072). Within these subtopics, some are more generally connected than others. They have been subgrouped into three general areas: (1) opportunity, as affected by time in grade, number of officers to be promoted, and position on the lineal number list; (2) eligibility, as affected by possible criteria to be met while in the next lower rank; (3) early promotion, as in the spot or accelerated promotion programs.

Insofar as the present time in grade requirements (Var 023) affect retention of Surface Officers, one can say that the overall effect is slightly negative (mean of 2.63); however, over 50 percent of the officers queried rated this statement no effect or positive.

Of more immediate concern seems to be the opportunity for selection to lieutenant commander or commander at the present or in the futute. Obviously, most officers answering the questionnaire perceive the chance of being promoted as less than desirable and this will perhaps drive some out of the Navy (see Variable 047).

The position of an officer on the lineal list has been important in recent years when fewer promotions have been available and the Navy has been obliged to split year groups for promotion purposes. For example, in fiscal 1973 the entire year group 1965 would have been eligible for promotion to lieutenant commander. Instead, the year group was split approximately in half and those with lineal numbers in the bottom half of the year were forced to wait another year for the opportunity to be selected in the promotion zone, although they were looked at again for deep selection.

Most officers (62.3%) opted positively for readjustment of the lineal list after each promotion (see Var 072). Less than 11 percent said it would affect their career intentions negatively. The reader must keep in mind that the officers answering are high performers and the majority would probably gain from such a readjustment. One possible method in which this readjustment could be accomplished would be to readjust only those in the promotion zone, leaving those above the zone on top and early selectees on the bottom until the next rank is available.

Two questions were posed (Var 027 and Var 041) that would add requirements to those presently needed to advance from one rank to the other. The questions dealt with: (1) requiring pass/fail exams to advance to the next rank; and (2) requiring courses of study for each rank.

More officers were in favor of exams (38.3% for and 26.6% against). However, an opposite trend was evident in response to required courses for promotion as 39.0 were against and 23.7 percent for the proposal. One reason for this response might be that officers believe that an exam to show basic knowledge would be sufficient, and many would welcome it to ensure that all officers were at least at a basic knowledge level of Surface Warfare. Opposition to required courses may stem from the fact that after commissioning, career patterns may become so varied that time for schools and/or courses might not be feasible.

The spot promotion program (Var 030) seems to have been well received by the officers sampled. Its merit is that an officer is promoted for the billet in which he is serving and only keeps the higher rank as long as he serves in the billet. Almost always, of course, the officer has had an outstanding record in order to receive the assignment. The Navy would do well to keep this program in effect if one can judge from these results. It seems definitely enhancing to career retention.

The next group of questions for discussion is accelerated promotion. Areas covered were: (1) the present opportunity for accelerated promotion (Var 037); (2) if the accelerated promotion ceiling were removed (Var 046); and (3) if it were reduced to five percent or less (Var 063).

The majority of officers who did not select the no effect choice selected on the positive side of the

opportunity for accelerated promotion (Var 037). One could surmise that it is having a positive affect, but not as much as the spot promotion program (Var 030).

As for the survey's proposed changes to the opportunity for accelerated promotion, the responses indicate that there are good retention possibilities in removing the ceiling (Var 046),but,relatively less opposition to cutting to five percent or less (Var 063). One solution might be to remove the ceiling, but instruct the boards to apply extremly stringent conditions for early promotion. Thus, depending on the number of officers meeting those requisites, the percentage picked could be more or less than the present ceiling of 15 percent.

It is not surprising that promotion is a key factor in retention. In the list of career objectives, number one is the opportunity for increasingly important managerial responsibility. A Surface Officer does not ordinarily receive that opportunity without promotion.

4. Minority Affairs

The next category is one in which the Navy has unfortunately been subjected to criticism and Congressional inquiry. That subject is, of course, minority affairs. When the interviews were made to generate the questionnaire, the news media had recently given wide coverage to the Navy's problems, so these problems were fresh in the interviewees' minds. When the survey was distributed, coverage was

negligible and one could expect a less attributable news media influence on the responses.

The first statement (Var 024) sampled the effect of the handling of minority problems within the Navy. Since almost all of the sample is white-American, it will reflect white-American Surface Officer attitudes. The negative answers slightly outweigh the positive as a career effect and there were more than twice as many negative as positive responses.

The response to minority opportunity for promotions, education, or billets (Var 049) was as one might hope with the tremendous effort the Navy is making for equality. The mean (3.15) was slightly positive, although over 60 percent said there was no affect on their career intentions.

Variable 049 relates to the career objective of job security and, in particular, fair personnel practices. "Job security, fair personnel practices, and favorable retirement benefits" as a set ranks second in career objectives; therefore, any question or statement that refers to it should have increased importance for retention.

5. Transfer, Deployment, and Time Away from Home

The next area of investigation is more varied. It concerns orders to transfer or deploy, and time away from home port. The variables to be discussed are: 042, 051, 058, 066, 068, and 069.

Time away from home port (Var 042) appears to have received many negative responses if one examines the

histogram; however, one might temper the results by looking at the career objectives where time for home life ranks eleventh.

Unexpected deployment or orders (Var 051) is less negative than advance notice (Var 058) is positive. A full 75 percent of the officers are on the positive side of Variable 058. This could be an important retention factor since fair personnel practices are part of the second highest career objective.

Due to budget constraints, the Navy has had to vary its transfer customs to reflect lengthened tours in some areas. Variables 066 and 069 show responses to two alternatives. It would appear that a majority would favor a three-year rotation (Var 066) over the present system, and an even greater majority would prefer to remain in one CONUS area for a four-year minimum tour (Var 069). This should help retention if implemented but it is difficult to relate this to a career objective.

The greater number of Surface Officers (60%) feel the opportunity for overseas shore/sea duty is a positive inducement toward a career. This is something only the military can readily provide in quantity, so it should be a convincing attraction for a career.

6. Fringe Benefits

Fringe benefits have always been advertised as tremendously important when one compares the military with the civilian environment. The Navy Exchange (Var 028),

the commissary (Var 040), and medical benefits (Var 047) were measured. As expected, all were indicated as positive incentives with means of 3.6, 3.65, and 4.11, respectively. Medical benefits are the major attraction with a full 85 percent of the officers responding on the positive side. These are interesting results in that, ordinarily, one would expect that the cash saved on commissary and exchange expenditures at least equals what usually would be spent on medical bills in a given year for a family on active duty; however, with increasing age, one could expect the medical benefits to have greater importance for the retiree.

7. Education and Training

Education and training should be a prime motivator for career retention--witness the rank of third in the list of career objectives for the "opportunity for advanced education or professional training and growth."

Variable 025 directs attention to the effect of orders to the Naval Postgraduate School. Over 80 percent of the respondents indicated that it affected their career intentions in a positive manner.

A less positive effect was illustrated by the response to the question on the Surface Warfare School (Var 032), but over half indicated that if the Surface Warfare School were upgraded and mandatory for all newly commissioned Surface Officers, career retention would be positively affected.

The effect of pre-training for billets (Var 059) seems to have been relatively ineffective concerning the goal of high career retention although it is slightly in the positive range. One might term the training as adequate, but with no pronounced result on career intentions of Surface Warfare Junior Officers.

8. Living Accommodations

Living accommodations ashore and afloat are the next categories to be examined. No real correlation can be made to the 12 career objectives for the two variables included in this section: officer living conditions on board ship (Var 033), and the adequacy and availability of officer or family quarters ashore (Var 071).

Officer living conditions on board ship show relatively no effect on retention. One can assume that most quarters used by the surveyed officers have been adequate in suitability, but the career retention influence is only marginally into the positive side of the graph.

9. Proposed Legislation

A subject of which most Junior Officers are acutely aware concerns proposed changes in the present Navy and military systems. Change, of course, can be perceived as beneficial or detrimental to the career intent of the individual officer concerned. Three change proposals are: (1) "up or out" legislation (Var 034); (2) removal of tenure for lieutenant commanders (Var 060); and (3) new retirement proposals (Var 073) as outlined in Commander's Digest,

issues of 26 October and 7 December 1972. The latter proposal was commented upon by 25 officers completing the survey. Those comments will be discussed in a later section of the study.

Variables 034 and 060 have some interrelationships. One involves a problem of today (Var 034): too many officers in the grades of commander and captain. The second would result in "up or out" legislation for the lieutenant commander (Var 060). "Up or out" legislation for twice-passed-over commanders and captains shows most officers on the positive side of that variable. This result is not surprising since one attraction is that it would in effect increase promotion opportunity for the Junior Officer. Even though the next rank for most of those surveyed is lieutenant commander, and at this time promotion to that rank guarantees retirement, only about 38 percent of the officers said they would be negatively effected. This result, too, is not unexpected since presumably most officers at the Naval Postgraduate School would expect to attain the rank of commander, or above, if they continue to have high performance records.

The response to the new retirement proposals (Var 073), as they were presented by the Department of Defense and the questionnaire for this study, would seem to indicate that a number of officers would curtail their career intentions if the proposals were legislated. Officer comments on the subject are contained in Appendix D. The

response to Variable 073 had the second lowest mean (2.184) for the entire questionnaire [lowest was peacetime budget constraints (2.179)]. A possible backlash effect if the retirement proposals are passed is that a number of young officers will leave at the ten year mark,who, under the present rules, would have stayed for 20 or more years. They still would be young enough (31 to 35) to enter the competitive civilian job market and have a guaranteed retirement at age 60 because of their Naval Service. In answering the survey, not one officer opted for a career intention of remaining over ten, but less than 20, years under the present system.

10. External Influences

There are other influences on retention that usually lie outside the Navy environment. Included in this survey were: (1) comparing oneself with civilians insofar as "getting ahead" (Var 026); (2) civilian opinion of the Navy (Var 054); (3) the wife's opinion of the Surface Navy (Var 035); and (4) the affect of Navy peers (Var 050). The latter, although an external factor, is within the Navy environment.

The first two concern the influence of civilian society on career intentions. A much larger proportion (50%) of the officers believe that they are "getting ahead" of their civilian contemporaries (Var 026) than those who do not (18%). This has a positive result (3.43) for the mean. A large number (55.6%) are not affected by civilian

opinion (Var 054), but 29 percent are negatively affected. A very interesting statistic is that only 23 respondents reported their wives' opinions (Var 035) as having had a negative effect on career intentions. It would seem, then, that there is some positive influence of wives on their husbands to remain on active duty. This has some correlation to the eleventh ranked career objective, time for home life and community affairs, but as to its overall effect, one could not easily describe this complex interrelationship and its effect on retention.

Special friendships are a career objective rated eighth in the questionnaire results. Variable 050 indicates that Navy peer influence (not necessarily friends) is slightly positive with the larger proportion of the officers not affected by their peers. The graph does indicate that only about ten percent of the Navy peers have exerted a negative influence on the Surface Officers queries, and 42 percent have indicated a positive effect by their peers.

11. Navy Standards

Four questions included in the questionnaire have been grouped under the general heading of Navy Standards. They are: (1) enlisted re-enlistment standards (Var 043); (2) Z-Grams (Var 045); (3) unannounced inspections (Var 053); and (4) beer and/or wine for ships (Var 061). Each is a different area; therefore, they will be discussed separately. No real correlation to the career objectives can be made.

Enlisted re-enlistment standards, although indicating a negative overall effect, do not have a pronounced negative affect when one observes the mean of 2.84. There is, of course, some difference of opinion since 59 answers were negative compared to 36 positive responses.

Z-grams (Var 045) appear to have a positive effect, however, not as positive as the Navy might hope. Of the responses, 58.1 percent were in the positive range. Interestingly, the slight negative and slight positive columns were larger than the no effect column, so Z-grams are having a career effect, and the majority of the time it appears positive.

Unannounced inspections (Var 053) met with mixed replies with the larger proportion showing a negative effect. Less than 30 percent of the responses indicated no effect.

The topic of allowing regulated beer and/or wine aboard ships (Var 061) would seem to have about evenly matched sides as to the indicated career effect. This area should be investigated further to find out what the pro's and con's are before changing the present Navy policy of prohibiting alcoholic beverages on board ships.

12. Ships and Equipment

A well known concern of the Navy is not only the diminishing quantity of ships, but also the quality of ships and equipment remaining in service. New ships are not being built in quantity and the old ones are, in many cases, outmoded. This, coupled with ever-decreasing defense

budgets, is making it difficult to say with credibility that our Surface Navy is second to none. No matter how good the people are, they still must go down to the sea in ships.

Two variables are included in this category: quality of ships and equipment (Var 044) and peacetime budget constrains (Var 052). Both, taken together, displayed the most negative response of any major category in the survey. The respondents answered nearly 70 percent in the negative as opposed to only about 15 percent positive on the career effect of the quality of ships and equipment. Peacetime budget constraints were even more negative with over 70 percent responding negatively. This, incidentally, was the most negative response to any variable in the questionnaire. The impacts of peacetime budget constraints, of course, involve not only ships and equipment, but also quarters construction, pay raises, retirement changes, etc.

13. Command at Sea

One can note in a later section that looking forward to command at sea is frequently mentioned as the most attractive aspect of the Surface Navy by officers commenting on the last open-ended question. This is not surprising since the number one career objective selected was the opportunity for increasingly important managerial responsibility. Four variables offer some explanation of the effects of this category, command at sea. They are: (1)

the present or future opportunity for command at sea at all levels (Var 048); (2) the opportunity for assignment as an executive officer or commanding officer in the grade of lieutenant commander as compared with five or more years ago (Var 057); (3) if commanding officers were rated by their subordinates (Var 064); and (4) if OOD's had to be approved by a board in addition to the approval of the commanding officer (Var 070). The first two concern opportunity and the latter two deal with the authority of the commanding officer.

Both variables 048 and 057 are interesting in that most people are affected, and the positive sides have only a slight edge. It would seem that, despite the decreased opportunity for command due to fewer ships, a number of officers see this as welcome competition to put the really outstanding officer in the driver's seat of a Surface ship.

Insofar as authority is concerned, both variables 064 and 070 had negative means. Variable 064 was more negative even though the question stated that the report would go only to the officer reported upon. It can be concluded that there is considerable opposition to removing any of the commanding officer's authority although about 25 percent do favor it as a career incentive.

14. Image

The last major category to be covered of the 53 positive/negative questions is that of the Surface Navy's image. The three remaining variables are: (1) the image

as presented by civilian and government news media (Var 039); (2) the image as compared with air and subsurface branches (Var 055); and (3) if Surface Warfare Officers had to earn through diligent effort a Surface Warfare Designator (1110) with accompanying insignia (Var 065).

Variable 039 concerning news media shows, for the most part, no real effect since over 60 percent of the officers selected the no effect column. Almost 30 percent, however, did respond negatively. A larger negative effect was shown by Variable 055. Over 45 percent responded that their career intentions were affected negatively when comparing their image with that of air and subsurface officers.

One step that has already been taken to some extent was to upgrade the standards to be met in order to receive a Surface Warfare Designator.[8] Almost 60 percent said they were affected positively and only eight percent negatively (Var 065). Although comments were not solicited on this question, six officers who were in the positive category said that they felt the insignia was not necessary, but rather an unnecessary adornment.

As we have seen, there are many variables which do affect career retention. There are probably an infinite number that have some effect; however, it is believed that

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[8] Bureau of Naval Personnel, Bureau of Naval Personnel Manual (NAVPERS 15791B),Washington D. C., U. S. Government Printing Office, 1969, Change: January, 1973, Article No. 1410270, pp. 14-7 and 14-8.

the major areas of concern for today's Surface Navy were dealt with by the 53 questions just examined.

D. THE NEW RETIREMENT PROPOSALS

At the end of question 53 (a question on the new retirement proposals), pertinent comments were invited. Twenty-five officers gave their opinions. This number represented 15 percent of the 162 officers who replied to the questionnaire. All responses are listed in Appendix D. Since the absolute number of replies is small, each is presented independently, and no attempt was made to subjectively categorize them.

All of the comments were negative. Only one officer recognized the need for change, but even he did not agree with the proposal as presented. Although not acknowledged in the Appendix, one officer commented that the presentation, as shown by the survey, was biased in favor of the proposal. Extreme care was taken in this regard; however, if any bias was in the questionnaire, it was unintended.

The most often repeated comments were that the proposals were unfair to those presently on active duty and under the current system, that the legislation if passed would lower retention (two officers stated they would resign), and that rather than this proposal, the Department of Defense should move toward a retirement system along the lines of industry. Other significant comments were that it appears to benefit only captains and above, and that it is *ex post facto* in nature.

When viewing the responses as a whole, it appears that there is significant opposition to the proposed legislation in its present context and, with this amount of dissatisfaction, one could expect that the Surface Navy would find it increasingly difficult to retain quality officers in a volunteer forces environment if the legislation is enacted as presented in the questionnaire.

E. CHANGES RECOMMENDED FOR THE SURFACE NAVY

After completing the 53 questions and statements, the officer was presented with two open-ended questions, the first of which will now be discussed. The query first posed was, "If there were one change you could make in the Surface Navy that would cause you to increase the length of time that you intend to remain in the Navy, what would that change be?"

As one might expect, the range of suggested changes was wide; however, they have been arranged in categories similar to those used for the 53 questions previously discussed. There were 142 officers of the 162 who proposed changes. This represents 89 percent of the total respondents. Some officers listed as many as three changes, so 174 proposed changes are presented in Appendix E. The groups of proposed changes are arranged in order of number of times mentioned. The most frequent group of suggestions appears first and within each group, the most frequently mentioned change is listed first. Change recommendations

that were basically the same in content, and that appear more than once, have noted in parentheses their frequency of response. It is recognized that there can be some overlap of groups; however, the categories were chosen for simplicity of referral.

The largest category is termed Navy Standards. The largest subcategory or change recommendation appears in the group titled "Ships and Equipment". Eighteen officers said that an increase in ships would cause them to remain in the Navy longer than presently intended.

Future studies may desire to use these change proposals to prepare other questionnaires or, in the cases of frequently mentioned and feasible changes, the Navy should consider them as possibilities. The problem with most changes as recommended is that they are not specific and must be investigated further. The intent here was only to identify those areas of the Surface Navy that the high-performing Surface Junior Officer considers important enough that if changed, would cause him to increase the length of time that he intends to remain in the Navy.

F. MOST ATTRACTIVE ASPECTS OF THE SURFACE NAVY

The last question contained in the survey was, "What is the most attractive aspect of the Surface Navy?" There were 141 officers who responded to this question for a total of 87 percent of the 162 returns. The total number of attractive aspects was 150 and no officer submitted more than two.

Again, the categories or groups of responses are arranged by size in order of decreasing frequency of responses and the attractions appearing most frequently within a group are listed first. A complete listing of all replies is contained in Appendix F. Only seven groups are contained in this Appendix as compared with 12 in the previous section; however, most categories can be easily related to one or more categories in the previous Appendix.

The categories with the larger number of responses are: Responsibilities and Challenge, Going to Sea and Operations, and Command at Sea. The sub-category most frequently mentioned by individual officers as the most attractive aspect of the Surface Navy was "looking forward to someday having command at sea".

Future studies may desire to investigate one or more of these categories to obtain more explicit information on their retention effects. Innumerable possibilities exist by expansion of the questions in the survey to cover one or more areas in depth that appear to have yielded markedly negative or positive responses.

G. FACTOR ANALYSIS

The factor analysis of the first 53 questions contained in Appendix G is primarily for information purposes and for the use in preparing future studies or questionnaires. Although the categories used in previously discussing the responses to the 53 questions were subjective, a close

examination of the results of the factor analysis reveals some support for the aforementioned groupings. For example, if one examines factor two, it can be noted that three of the top four questions loading on this factor are contained in the a priori grouping dealing with fringe benefits.

IV. CONCLUSIONS AND RECOMMENDATIONS

It is a foregone conclusion that the Surface Navy faces a difficult retention problem. At best, in 1973, the projections show that the Surface Navy will not reach one-half its goal, 30 percent retention. This study has further illuminated that problem. For example, of 13 ensigns responding, not one was inclined to say his intentions were to remain in the Navy for a career.

Through the basic research to generate the questionnaire, and through the medium of the survey itself, it is believed that those retention factors uppermost in the minds of the Surface Navy's Junior Officers have been revealed and examined.

Based on the results of the survey, the following recommendations can be made:

(1) Those areas which the Navy can satisfy most easily and are positive retention factors should be stressed in recruiting and by career counselors.

(2) The Navy should emphasize consistency of policy in senior officers to further enhance their value as retention factors.

(3) The Navy should pay BAQ to all officers afloat if cost studies show it to be feasible.

(4) Sea pay is needed and should continue to be recommended to Congress as a retention incentive.

(5) Unless the fact of year group splitting is removed, the Navy should consider readjustment of the lineal list.

(6) Additional study is advised for the possibility of basic knowledge pass/fail exams to be administered for each rank.

(7) The Navy should retain the Spot Promotion Program as a positive agent of retention.

(8) It is recommended that further study be given to the effect of accelerated promotion ceilings.

(9) A minimum four-year tour length ? for any CONUS area is recommended.

(10) "Up or out" legislation is recommended for commanders and captains who have failed for selection twice and have 20 or more years of service.

(11) Initial training for all Surface ensigns in the Surface Warfare School and postgraduate education for all qualified officers is recommended.

(12) The Department of Defense's retirement proposals will have some detrimental effect on retention and should be carefully evaluated for this before being put into effect.

(13) "Z-grams" have been well received by Surface Junior Officers and should be continued.

(14) Unannounced inspections should not be effected until additional study is completed.

(15) Beer and/or wine should not be brought on board ships for consumption until more study is completed.

(16) The Navy's ships and equipment must be updated.

(17) It is recommended that there be no additional decrease in command at sea opportunity or the Surface Navy will have even greater retention problems.

(18) The Navy should make a concerted effort within the force to upgrade the image of the Surface Navy with respect to the air and subsurface branches.

(19) More specific requirements are recommended for achievement of the Surface Warfare Designator such as those specified in the *BuPers Manual* for Submarine Officers.

APPENDIX A

THE QUESTIONNAIRE, COMPUTER PROGRAM, AND RAW DATA

FOR

SURFACE WARFARE

LIEUTENANTS, LIEUTENANTS JUNIOR GRADE, AND ENSIGNS
ONLY

PLEASE FILL OUT THE ATTACHED QUESTIONNAIRE AND PLACE IT IN THE BOXES MARKED SURFACE WARFARE SURVEY WHICH ARE LOCATED IN THE STUDENT MAIL CENTER AND THE LOBBY OF INGERSOLL HALL. IF YOUR QUESTIONNAIRE IS RETURNED LATER THAN ONE WEEK AFTER RECEIPT, PLEASE ADDRESS IT TO SMC 1174.

YOU WILL NOTE THAT YOUR QUESTIONNAIRE HAS BEEN PERSONALLY ADDRESSED TO YOU, SO IN ORDER TO PRESERVE ANONYMITY PLEASE TEAR OFF THIS PAGE AND RETURN ONLY THE QUESTIONNAIRE.

THANK YOU FOR YOUR COOPERATION.

THIS QUESTIONNAIRE IS SUBMITTED AND APPROVED IN ACCORDANCE WITH NAVAL POSTGRADUATE SCHOOL INSTRUCTION 1520.13. IT WILL BE USED AS AN INTEGRAL PART OF A THESIS IN THE MANAGEMENT CURRICULUM UNDER THE GUIDANCE OF PROFESSOR R. ELSTER. THE COURSE NUMBER ASSIGNED IS MN 0810, TITLED, THESIS RESEARCH FOR MANAGEMENT STUDENTS.

PLEASE CHECK THE FOLLOWING AS APPLICABLE

PRESENT DESIGNATOR-- 1100___ 1110___ 1105___ 1115___ OTHER______________
(WRITE IN)

YEAR GROUP-- 65___ 66___ 67___ 68___ 69___ 70___ 71___ 72___

COMMISSION SOURCE-- NAV. ACAD.___ NROTC___ OCS___ NESEP___ OTHER__________
(WRITE IN)

PRESENT RANK-- ENSIGN___ LTJG___ LT___ LCDR SELECTEE___

ETHNIC GROUP-- WHITE___ BLACK___ OTHER MINORITY_________________________
(WRITE IN)

MARITAL STATUS-- MARRIED___ SINGLE___ DIVORCED OR SEPARATED___

NAV. PG SCHOOL PROGRAM-- BACCALAUREATE___ MASTER'S___ ENGINEER___ PHD___

CAREER INTENTIONS--
TO COMPLETE ONLY OBLIGATED SERVICE___
UNDECIDED___
TO REMAIN OVER TEN BUT LESS THAN TWENTY YEARS___
TO REMAIN FOR ONLY TWENTY YEARS___
TO REMAIN FOR OVER TWENTY YEARS BUT LESS THAN THIRTY___
TO REMAIN FOR AS LONG AS POSSIBLE___

RANKING YOUR CAREER OBJECTIVES

PLEASE READ THE FOLLOWING TWELVE CAREER OBJECTIVES CAREFULLY, THEN RANK THEM IN ORDER OF THEIR IMPORTANCE TO YOU. NUMBER ONE SHOULD BE THE MOST IMPORTANT CAREER OBJECTIVE WITH NUMBER TWELVE THE LEAST IMPORTANT. TIES ARE NOT ALLOWED. ONE APPROACH TO ORDER THEM MIGHT BE TO CHOOSE ONE, THEN TWELVE, THEN TWO, THEN ELEVEN, ETC.

_____OPPORTUNITY FOR CONSIDERABLE OUTDOOR LIFE, WITH TRAVEL AND ADVENTURE

_____OPPORTUNITY FOR INCREASINGLY IMPORTANT MANAGERIAL RESPONSIBILITY

_____WORK WITH AND FOR PERSONS WHOSE ABILITIES AND ACCOMPLISHMENTS I RESPECT

_____OPPORTUNITY FOR ADVANCED EDUCATION OR PROFESSIONAL TRAINING AND GROWTH

_____HELPING TO PROMOTE IMPORTANT NATIONAL OR HUMANITARIAN OBJECTIVES

_____STIMULATING SOCIAL AND CULTURAL ACTIVITIES FOR MYSELF AND/OR MY FAMILY

_____TIME FOR HOME LIFE AND/OR PARTICIPATION IN COMMUNITY AFFAIRS

_____JOB SECURITY, FAIR PERSONNEL PRACTICES, AND FAVORABLE RETIREMENT BENEFITS

_____ENDURING FRIENDSHIPS WITH PERSONS SHARING MY VALUES AND INTERESTS

_____OPPORTUNITY TO INVESTIGATE, TO TRY NEW IDEAS, TO TEST MY INGENUITY

_____SUCCESSFULLY CARRYING OUT PLANS IN AN ORDERLY ORGANIZATION

_____A POSITION CARRYING PRESTIGE AND RECOGNITION IN SOCIETY

PLEASE NOTE

FOR QUESTIONS/STATEMENTS ONE THROUGH 53 A SLIGHT/STRONG NEGATIVE EFFECT ON YOUR CAREER INTENTIONS MEANS THAT THE QUESTION OR STATEMENT DESCRIBES SOMETHING THAT TO SOME DEGREE IS CAUSING (HAS CAUSED OR WOULD CAUSE) YOU NOT TO MAKE THE NAVY A CAREER.

A STRONG/SLIGHT POSITIVE EFFECT WOULD TEND TO KEEP YOU IN THE NAVY.

EXAMPLE: CONSIDER QUESTION ONE IN THE SURVEY.

IF IN YOUR PREVIOUS EXPERIENCE YOU HAD EXCELLENT EXECUTIVE OFFICERS WHO INFLUENCED YOU TO REMAIN IN THE NAVY, YOU WOULD CHECK EITHER A SLIGHT POSITIVE EFFECT (+) OR A STRONG POSITIVE EFFECT (++). OF COURSE, THEY COULD HAVE BEEN EXCELLENT, BUT NO EFFECT, IN WHICH CASE YOU WOULD CHECK NO EFFECT (0).

PLEASE INDICATE ONE OF FIVE CHOICES FOR EACH QUESTION OR STATEMENT BELOW AS IT HAS AFFECTED, IS AFFECTING, OR WOULD AFFECT YOUR CAREER INTENTIONS. IF YOU FEEL A QUESTION IS NOT APPLICABLE TO YOU, PLEASE LEAVE IT BLANK. NOTE CAREFULLY THE BELOW EXPLANATION OF CHOICES.

EXPLANATION OF CHOICES

(--)	INDICATES THAT THE STATEMENT OR QUESTION DESCRIBES SOMETHING THAT WOULD HAVE (IS OR HAS) A STRONG NEGATIVE EFFECT ON YOUR CAREER INTENTIONS.
(-)	INDICATES THAT THE STATEMENT OR QUESTION DESCRIBES SOMETHING THAT WOULD HAVE (IS OR HAS) A SLIGHT NEGATIVE EFFECT ON YOUR CAREER INTENTIONS.
(0)	INDICATES THAT THE STATEMENT OR QUESTION DESCRIBES SOMETHING THAT WOULD HAVE (IS OR HAS) NO EFFECT ON YOUR CAREER INTENTIONS.
(+)	INDICATES THAT THE STATEMENT OR QUESTION DESCRIBES SOMETHING THAT WOULD HAVE (IS OR HAS) A SLIGHT POSITIVE EFFECT ON YOUR CAREER INTENTIONS.
(++)	INDICATES THAT THE STATEMENT OR QUESTION DESCRIBES SOMETHING THAT WOULD HAVE (IS OR HAS) A STRONG POSITIVE EFFECT ON YOUR CAREER INTENTIONS.

(--)	(-)	(0)	(+)	(++)	
___	___	___	___	___	1. THE EFFECT OF YOUR FORMER EXECUTIVE OFFICERS
___	___	___	___	___	2. IF SEA PAY BECOMES LAW, FOR EXAMPLE, IF OFFICERS WERE PAID $30 PER MONTH FOR EVERY TWO YEARS OF SEA DUTY UP TO A MAXIMUM OF $120
___	___	___	___	___	3. THE PRESENT TIME IN GRADE AND/OR SERVICE REQUIREMENTS FOR PROMOTION FROM LTJG THROUGH CAPTAIN
___	___	___	___	___	4. THE HANDLING OF MINORITY PROBLEMS WITHIN THE NAVY
___	___	___	___	___	5. BEING ORDERED TO THE NAVAL POSTGRADUATE SCHOOL
___	___	___	___	___	6. COMPARING YOURSELF WITH CONTEMPORARIES IN CIVILIAN LIFE INSOFAR AS "GETTING AHEAD"

PAST, PRESENT, OR FUTURE
EFFECT ON CAREER INTENT

(--)	(-)	(0)	(+)	(++)		
__	__	__	__	__	7.	IF PASS/FAIL WRITTEN EXAMINATIONS WERE REQUIRED TO SHOW BASIC ACCUMULATION OF KNOWLEDGE NECESSARY FOR SURFACE OFFICERS IN THE NEXT RANK
__	__	__	__	__	8.	THE NAVY EXCHANGE
__	__	__	__	__	9.	IF BAQ IS MADE AVAILABLE TO ALL OFFICERS AFLOAT
__	__	__	__	__	10.	THE SPOT PROMOTION PROGRAM
__	__	__	__	__	11.	THE EFFECT OF YOUR FORMER COMMANDING OFFICERS
__	__	__	__	__	12.	IF THE SURFACE WARFARE SCHOOL WERE UPGRADED AND MADE MANDATORY FOR ALL NEWLY COMMISSIONED SURFACE OFFICERS
__	__	__	__	__	13.	OFFICER LIVING CONDITIONS ABOARD SHIP
__	__	__	__	__	14.	IF TWICE PASSED OVER COMMANDERS AND CAPTAINS WERE FORCED OUT BY "UP OR OUT" LEGISLATION
__	__	__	__	__	15.	YOUR WIFE'S OPINION OF THE SURFACE NAVY
__	__	__	__	__	16.	THE FACT THAT SURFACE OFFICERS DO NOT RECEIVE ADDITIONAL PAY COMPARABLE TO FLIGHT PAY
__	__	__	__	__	17.	THE PRESENT OPPORTUNITY FOR ACCELERATED PROMOTION
__	__	__	__	__	18.	THE EFFECT OF YOUR FORMER DEPARTMENT HEADS
__	__	__	__	__	19.	THE IMAGE OF THE SURFACE NAVY AS PRESENTED BY CIVILIAN AND GOVERNMENT NEWS MEDIA
__	__	__	__	__	20.	THE COMMISSARY
__	__	__	__	__	21.	IF COURSES OF STUDY (CORRESPONDENCE OR SCHOOL) WERE REQUIRED FOR EACH RANK

PAST, PRESENT, OR FUTURE
EFFECT ON CAREER INTENT

(--)	(-)	(0)	(+)	(++)	
___	___	___	___	___	22. TIME AWAY FROM HOMEPORT
___	___	___	___	___	23. ENLISTED REENLISTMENT STANDARDS
___	___	___	___	___	24. OVERALL QUALITY OF SHIPS AND EQUIPMENT IN THE SURFACE NAVY
___	___	___	___	___	25. THE EFFECT OF "Z" GRAMS
___	___	___	___	___	26. IF THE ACCELERATED PROMOTION CEILING WERE REMOVED
___	___	___	___	___	27. MEDICAL BENEFITS
___	___	___	___	___	28. THE PRESENT OR FUTURE OPPORTUNITY FOR COMMAND AT SEA AT ALL LEVELS
___	___	___	___	___	29. YOUR PERCEPTION OF MINORITY OPPORTUNITY FOR PROMOTION, EDUCATION, OR BILLETS
___	___	___	___	___	30. THE EFFECT OF YOUR NAVY PEERS
___	___	___	___	___	31. UNEXPECTED DEPLOYMENT OR BUPERS ORDERS
___	___	___	___	___	32. PEACETIME BUDGET CONSTRAINTS
___	___	___	___	___	33. IF ALMOST ALL INSPECTIONS WERE UNANNOUNCED
___	___	___	___	___	34. CIVILIAN OPINION OF THE NAVY
___	___	___	___	___	35. THE IMAGE OF THE SURFACE NAVY AS COMPARED WITH THE AVIATION AND SUBMARINE BRANCHES
___	___	___	___	___	36. FINANCIAL SECURITY OFFERED BY THE NAVY
___	___	___	___	___	37. OPPORTUNITY FOR ASSIGNMENTS AS EXECUTIVE OFFICER OR COMMANDING OFFICER AS A LCDR COMPARED WITH FIVE OR MORE YEARS AGO
___	___	___	___	___	38. ADVANCE NOTICE OF DEPLOYMENT OR BUPERS ORDERS

PAST, PRESENT, OR FUTURE
EFFECT ON CAREER INTENT

(--)	(-)	(0)	(+)	(++)	
___	___	___	___	___	39. ADEQUACY OF PRE-TRAINING FOR BILLETS YOU HAVE HELD
___	___	___	___	___	40. IF TENURE FOR LCDR'S IS REMOVED
___	___	___	___	___	41. IF BEER AND/OR WINE WERE AVAILABLE AND REGULATED ONBOARD SHIPS
___	___	___	___	___	42. CONSISTENCY OR INCONSISTENCY OF SUPERIORS
___	___	___	___	___	43. IF THE ACCELERATED PROMOTION CEILING WERE 5% OR LESS
___	___	___	___	___	44. IF COMMANDING OFFICERS WERE OFFICIALLY RATED BY THEIR SUBORDINATE OFFICERS WITH THE REPORT GOING ONLY TO THE COMMANDING OFFICER REPORTED UPON
___	___	___	___	___	45. HAVING TO EARN THROUGH DILIGENT EFFORT A SURFACE WARFARE DESIGNATOR WITH ACCOMPANYING INSIGNIA
___	___	___	___	___	46. IF ONE COULD EXPECT TO CHANGE LOCATIONS EVERY THREE YEARS, FOR EXAMPLE, A THREE YEAR SEA OR SHORE TOUR
___	___	___	___	___	47. THE PRESENT OR PERCEIVED FUTURE OPPORTUNITY FOR SELECTION TO LCDR AND COMMANDER
___	___	___	___	___	48. THE OPPORTUNITY FOR ACCOMPANIED OVERSEAS SEA/SHORE DUTY
___	___	___	___	___	49. IF ONE COULD EXPECT TO REMAIN IN ONE LOCAL CONUS AREA FOR A MINIMUM OF FOUR YEARS, FOR EXAMPLE, A TWO YEAR SEA TOUR, FOLLOWED BY A TWO YEAR SHORE TOUR
___	___	___	___	___	50. IF OOD'S HAD TO BE APPROVED BY A LOCAL BOARD IN ADDITION TO COMMANDING OFFICER APPROVAL
___	___	___	___	___	51. THE AVAILABILITY OF SUITABLE NAVY QUARTERS ASHORE FOR BACHELORS OR FAMILIES

PAST, PRESENT, OR FUTURE
EFFECT ON CAREER INTENT

(--)	(-)	(0)	(+)	(++)	
___	___	___	___	___	52. IF THE LINEAL LIST WERE ADJUSTED BY PERFORMANCE FOR EACH GROUP OF OFFICERS PROMOTED AT THE SAME TIME
___	___	___	___	___	53. IF THE NEW RETIREMENT PROPOSALS ARE MADE LAW. THESE ARE OUTLINED IN COMMANDER'S DIGEST ISSUES OF 26 OCTOBER AND 7 DECEMBER 1972. SOME HIGHLIGHTS ARE: INTEGRATION OF SOCIAL SECURITY AND RETIREMENT BENEFITS AT AGE 65; PROVIDE PAYMENT TO VOLUNTARY AND INVOLUNTARY SEPARTEES BEFORE THEY ATTAIN RETIREMENT ELIGIBILITY: MULTIPLIER FOR RETIREMENT WILL STAY AT 2-1/2% PER YEAR, BUT, INCREASE TO 3% PER YEAR FROM 25 TO 30 YEARS; HOWEVER, THOSE RETIRING WITH LESS THAN 30 YEARS WILL NOT RECEIVE THE FULL ANNUITY UNTIL THE TIME THEY WOULD HAVE REACHED 30 YEARS OF SERVICE, BUT WILL INSTEAD RECEIVE FROM 0 TO 15% LESS IN AN IMMEDIATE ANNUITY BASED ON A TRANSITION PROVISION (APPLIES TO ALL SERVING PRIOR TO LAW'S ENACTMENT); RETIRED PAY WOULD BE BASED ON THE HIGHEST ONE-YEAR AVERAGE BASIC PAY; THERE WOULD BE A SAVE PAY PROVISION.

ANY PERTINENT COMMENTS ON THE ABOVE QUESTION IN ADDITION TO THE INDICATION OF CAREER EFFECT ARE ENCOURAGED. PLEASE WRITE ON THE BACK OF THIS PAGE.

PLEASE ANSWER THE FOLLOWING QUESTIONS WITH A FEW SHORT WORDS OR SENTENCES.

IF THERE WERE ONE CHANGE YOU COULD MAKE IN THE SURFACE NAVY THAT WOULD CAUSE YOU TO INCREASE THE LENGTH OF TIME THAT YOU INTEND TO REMAIN IN THE NAVY, WHAT WOULD THAT CHANGE BE?

WHAT IS THE MOST ATTRACTIVE ASPECT OF THE SURFACE NAVY?

SURFACE WARFARE OFFICER SURVEY

HAVE YOU RETURNED YOUR COMPLETED SURFACE WARFARE OFFICER QUESTIONNAIRE? IF NOT, PLEASE RETURN IT AS SOON AS POSSIBLE.

IF YOU HAVE LOST YOUR COPY, OR KNOW OF SOMEONE THAT HAS BEEN OVERLOOKED, PLEASE PICK UP ANOTHER COPY IN THE MANAGEMENT CURRICULAR OFFICE, ROOM 219, INGERSOLL HALL.

PLACE YOUR QUESTIONNAIRE IN THE BOXES MARKED SURFACE WARFARE SURVEY LOCATED IN THE STUDENT MAIL CENTER AND THE LOBBY OF INGERSOLL HALL. LATE RETURNS SHOULD BE ADDRESSED TO SMC 1174.

THANK YOU FOR YOUR COOPERATION!

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RUN NAME        FINAL RUN
FILE NAME       SURFACE WARFARE SURVEY
VARIABLE LIST   VAR001 TO VAR073
# OF CASES      162
INPUT FORMAT    FIXED (10X,8F1.0,12F2.0/10X,53F1.0)
INPUT MEDIUM    CARD
PRINT FORMATS   VAR001  TO VAR073(0)
MISSING VALUES  VAR001  TO VAR073(0)
VAR LABELS      VAR001,PRESENT DESIGNATOR/
                VAR002,YEAR GROUP/
                VAR003,COMMISSION SOURCE/
                VAR004,PRESENT RANK/
                VAR005,ETHNIC GROUP/
                VAR006,MARITAL STATUS/
                VAR007,NAV PG PROGRAM/
                VAR008,CAREER INTENTIONS/
                VAR009,OPPORTUN OUTDOOR, TRAVEL,ADVENTURE/
                VAR010,OPPORTUN INCR MANGERIAL RESPONS/
                VAR011,PERSONS,ABIL AND ACCOMP,I RESPECT/
                VAR012,OPPORTUN ADVANCE EDUCA,TRAINING,GROWTH/
                VAR013,PROMOTE NAT,HUMAINTARIAN OBJECTIVES/
                VAR014,SOC AND CULTURAL ACTIVITIES/
                VAR015,HOME LIFE,COMMUNITY AFFAIRS/
                VAR016,JOB SECUR,PERS PRACTICES,RETIREMENT/
                VAR017,FRIENDSHIPS,SHARING VAL,INTERESTS/
                VAR018,OPPORTUN INVESTIGATE,TRY IDEAS/
                VAR019,CARRY OUT PLANS ORDERLY ORGANIZATION/
                VAR020,POSITION OF PRESTIGE,RECOGNITION/
                VAR021,EXECUTIVE OFFICERS/
                VAR022,SEA PAY/
                VAR023,PRESENT TIME IN GRADE REQUIRED/
                VAR024,MINORITY PROBLEMS/
                VAR025,NAV PG SCHOOL ORDERS/
                VAR026,COMPARE WITH CIVILIANS/
                VAR027,EXAMS FOR EACH RANK/
                VAR028,NAVY EXCHANGE/
                VAR029,BAQ,ALL AFLCAT OFFICERS/
                VAR030,SPOT PROMOTION PROGRAM/
                VAR031,COMMANDING OFFICERS/
                VAR032,SURFACE WARFARE SCHOOL/
                VAR033,OFFICER LIVING CONDITION SHIPS/
                VAR034,UP OR OUT LEGISLATION/
                VAR035,WIFE'S OPINION/
                VAR036,ADDIT PAY COMPAR TO FLT PAY/
                VAR037,OPPORTUN ACCEL PROMOTION/
                VAR038,DEPARTMENT HEADS/
                VAR039,NEWS MEDIA/
                VAR040,COMMISSARY/
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               VAR041,REQUIRED COURSES/
               VAR042,TIME AWAY HOMEPORT/
               VAR043,ENL REENLIST STANDARDS/
               VAR044,QUAL OF SHIPS,EQUIPMENT/
               VAR045,Z GRAMS/
               VAR046,ACCEL PROM CEILING REMOVED/
               VAR047,MEDICAL BENEFITS/
               VAR048,PRES,FUTURE OPPORTUN FOR COMMAND/
               VAR049,MINORITY OPPORTUN PROM ETC./
               VAR050,NAVY PEERS/
               VAR051,UNEXP DEPLOYMENT OR ORDERS/
               VAR052,PEACETIME BUDGET CONSTRAINTS/
               VAR053,UNANNOUNCED INSPECTIONS/
               VAR054,CIVILIAN OPINION/
               VAR055,COMPAR SURF WITH SUB AND AIR/
               VAR056,FINANCIAL SECURITY/
               VAR057,EXEC CR CO OPPORTUN AS LCDR/
               VAR058,ADVANCE NOTICE DEPLOY OR CRDERS/
               VAR059,ADEQUACY OF PRE-TRAINING/
               VAR060,TENURE LCDR'S REMOVED/
               VAR061,BEER,WINE ON SHIPS/
               VAR062,CONSISTENCY,INCONSISTENCY OF SUPERIORS/
               VAR063,ACCEL PROM CEILING LESS 5 PERCENT/
               VAR064,CO RATED BY SUBORDINATES/
               VAR065,SURFACE WARFARE DESIGNATOR/
               VAR066,THREE YEAR ROTATION/
               VAR067,OPPORTUN SELECT TO LCDR/
               VAR068,OPPORTUN OVERSEA DUTY/
               VAR069,FOUR YEARS ONE CONUS AREA/
               VAR070,BOARD APPROVAL OF OOD'S /
               VAR071,NAVY QUARTERS AVAILABILITY/
               VAR072,LINEAL LIST ADJUSTMENT/
               VAR073,NEW RETIREMENT PROPOSALS
VALUE LABELS   VAR001 (1)1100(2)1110(3)1105(4)1115(5)OTHER/
               VAR002 (1)65(2)66(3)67(4)68(5)69(6)70(7)71(8)72/
               VAR003 (1)NAV.ACAD.(2)NROTC(3)OCS(4)NESEP(5)OTHER/
               VAR004 (1)ENSIGN(2)LTJG(3)LT(4)LCDR SELECTEE/
               VAR005 (1)WHITE(2)BLACK(3)OTHER MINORITY/
               VAR006 (1)MARRIED(2)SINGLE(3)DIVORCED OR SEP/
               VAR007 (1)BACCALAUREATE(2)MASTER'S(3)ENGINEER'S(4)PHD/
               VAR008 (1)MIN OBL SER(2)UNDECIDED (3)REM OVER 10(4)REM ONLY 20
               (5)REM OVER 20(6)REM MAXIMUM/
               VAR009 TO VAR020 (1)FIRST(2)SECOND(3)THIRD(4)FOURTH(5)FIFTH
               (6)SIXTH(7)SEVENTH(8)EIGHTH(9)NINTH(10)TENTH(11)ELEVENTH
               (12)TWELFTH/
               VAR021 TO VAR073 (1)STRONG NEG(2)SLIGHT NEG (3)NO EFFECT
               (4)SLIGHT POS(5)STRONG POS
CODEBOOK       VAR001 TO VAR008
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READ INPUT DATA
0011        23331116070306020405090110081211
0012        45334334334334423334333223453332332545513331153451532
0021        23231122100902030612080405011107
0022        24435434344335132324313232533512112534453442445153551
0031        23331126080207040305100911010612
0032        43234333455343534523433145453331232354542324422533454
0041        22141126090201050307121106041008
0042        23345523334544525523230444524531432345421112531441541
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0071        23431125090603041105100108071202
0072        55314515555344531335123123542311233535313235153553541
0081        23131126100609050408070111031202
0082        23235213555435422432113245332302502244302211341251152
0091        23331124080409030711120110050602
0092        34225113334334124533312452443412343421533222423451442
0101        21231126040203051011120906010807
0102        33133233341345511323232255453421231454253214452524452
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0122        45435543035333233434313244533312333535424222324353342
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0151        22131122011009060207080503111204
0152        44344334343333323442333243433423443433333233303443233
0161        23131125011109070308040602101205
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0651          18111122120109020507080603041110
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0671          22231324100203071112040509080601
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0681          22131126070206011209110310040508
0682          34434314432345322334222343530223133424413040402342022
0691          222311350301040506101110708020912
0692          43335344324435434334433433433422133434434233342443342
0701          21441125040310021109070106081205
0702          35333444344332323434433223423331432533212144441543341
0711          21131122090610010711120208040503
0712          45445344443535414235424244525432132425415431532541241
0721          24531324020307040809120111050610
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0722          25414534544415314434234124521432311544415234442355551
0731          21541126060103100511120807020409
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0781          18311222120301021005040809070611
0782          43433325424443532435323543532312133433442534443342545
0791          18211222031204020709110105100608
0792          232342443444422234434313344543313432435342424344554440
0801          23331122060312080109020410070811
0802          34215224422323411414314132425341421422422145532334231
0811          25431125040507021208030110061109
0812          25224432334344112332313234213332312444422223431333531
0821          23331125010207060912081004051103
0822          44253353354535425433332245424432431423422122545441554
0831          25531124040605091011120107080302
0832          44234334334333433434322334443432333424323333332343332
0841          24131226020509030612110110040708
0842          53304234455544032423334223323321222444423233432432421
0851          18211221030805011011120907040602
0852          54134434555534112534433454413312333355312212432453553
0861          23431125100312060702030111090304
0862          24434444333343333334422223430322333444433333332443432
0871          36221122050611021207080109030410
0872          24235244344522332324422244424413423535224324452454233
0881          22231125090204030512111006080701
0882          43044344424345433324143143444422123424234442444353422
0891          23131126090204070312051006110801
0892          25233214424514232431122245123212223444424421342542153
0901          22331124010512041006070203090811
0902          14334413334325123323112244433312332434334521442442341
0911          22131125050207060111081209030410
0912          53333354455535435534535245553313532425433521533552553
0921          24231114091003041112050107060802
0922          24325525334334430445234143544412443534325131444531442
0931          21441125110308020912100105060704
0932          34334443444325333332333224423332133524323234332342142
0941          24231122030504021207080906011011
0942          44234534345424224435313244443312333445444143344542442
0951          22131125120308060210040111070509
0952          45425425435324523335314143554311432444434021422441544
0961          22131126080107091210110605020304
```

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0962        53234414345334444434233324453333333434442321132524431
0971        23131122040203100111120906050708
0972        23424244445434333424124143454422422424424331321321341
0981        21331124010712060504090302101108
0982        54334212524231433421342222453332432444411351453014531
0991        22231225000000000000000000000000
0992        44333353544334333433234344323332333423424233444432343
1001        46321221090110051107060204031208
1002        54125143542324331233312254543211333110242122322444131
1011        14231324060205010911120410030807
1012        0000000000324334433232434444432334444433321331333542
1021        24131226080701060912110302051004
1022        55334214554522334424244242443032222443324222352353341
1031        18111222050107040908110203061210
1032        35225444343433424324224244553412142435351321422542442
1041        24131122010204100911030807120605
1042        44524524444342522324414244444422222424432221244243443
1051        25131122020106030504070908101211
1052        33434543354223423313223244323332221334414221322542344
1061        24431125110107100809030506020412
1062        43233323335444333433233334353333133344333231442342152
1071        21341125030107090812110410050206
1072        54345334434334433434333243523342333435232233444433532
1081        21131125091201070610080411030205
1082        14324333331423233233312223323313232335133133443453553
1091        25131225080103050411120610020709
1092        43424524554434332434132215453422434454423212334331443
1101        22131126110206050809120710010403
1102        33335455345434433225322213523422423524244231232522420
1111        24431224110204031012050906010708
1112        45235434544324224423323354444522423444444333444245434 4
1121        21131124110109020810120705030406
1122        34323044453422332324422124422221222434424431342444442
1131        24431134100405021107080312060901
1132        34225414244444533434422243543422222424231324432442432
1141        22431134081012010304050206070911
1142        15225243333434212444412223423332333233311435424444421
1151        25533126080205031106100109071204
1152        44234424244320122333213344543413243544213223342442342
1161        44231226070201080611120309040510
1162        44344334545332333334233453522432433433321234343342131
1171        22131125010206071012080304090511
1172        35434444343334434334324224553332433434333224342443342
1181        26431124090803021012110107040506
1182        43234434355334424524222334243322224242434124444442443
1191        22131124080507020111040309101206
1192        23345234431325324544421242124412542515212143452343231
1201        45331124120105020904071108031006
```

```
1202        24345433343034424433333242444433333444233223444443232
1211        25431124010509020408111210060703
1212        34324434344424423223322243313333232342443423333454342
1221        25131226110209C5C7C61203100108C4
1222        43334543354334335333443245453343433533433325524324253
1231        25331122030411C107C51202C9060810
1232        54225434345445424224323244423412222524324224442442222
1241        22531124050406C20309010712100811
1242        44224124334345523424214244453332522424444422441534441
1251        2313112609011107020812060503C410
1252        44425544345344424534222242423412434534444241342422424
1261        21341125000000C00C00000C0000CC00
1262        25335444344444442343433334423322132424344324532344441
1271        23331124060307C105C81204100 2C911
1272        45324444334443323434513233443422222445443233424454531
1281        211311441203051C1109080206040701
1282        53225525355325525535213245423511132444024214522052352
1291        25231122020501040307091012060811
1292        24244332341345421324324444343223333323341333442444435
1301        231311260708030906021001110412C5
1302        34235423345334434533232435333234334222454335433334341
1311        181111220902080504111203C607C110
1312        23134433344333433323214244443332222444323233433342440
1321        23131124090802050710030104061112
1322        24245444345434522534413454523412233424224103432434344
1331        24131126111002C405060301120 7C809
1332        14234334444453332234444242143421144555214232422442342
1341        23131126C50109C408060207031C1211
1342        31331233222332343343234442243334344242423443245232312
1351        22131226C50201C41008120609030711
1352        43334424422414332343452224413352233313223243433444343
1361        254311240207080306101201050911C4
1362        34335433413432413435113243434413343534532233331333431
1371        21131125050306C70108120204111CC9
1372        443333433402355125232241225333232224444C1001242521551
1381        18111222020306C10904110705081C12
1382        45225444544225322334214554451413123445354324254452541
1391        21441144010310060211120508010904
1392        33334333443333432433333203440333222423444333333443423
1401        22331124070204061109100108050312
1402        44222143344555513432243233423331322234423222534443531
1411        22131126C708030105C9060204111210
1412        33333453334333322344232224342442232242442324243344351
1421        1533112109C40803111002010607C512
1422        34231211344435324431112144413221332514425413532252451
1431        23231126080205030907120106041110
1432        44335334345422425434323443445554421343553425114443552442
1441        2243112412031005110709010802C406
```

```
1442      34233242343335432434322133423322333424342423432444332
1451      24131122030201071009110405080612
1452      34234303334323322333433234333312333344333233332433341
1461      18111121010205061011120704090308
1462      43344405444034505024212043543313120403C44432020443333
1471      21131124020105C30712090410081106
1472      45234344545425224334442345423322422424444423552554351
1481      23131125110104100608070509020312
1482      23313342351531435542441215454333343445431111355553334
1491      15531125050103020710080609041112
1492      34344343445424422434433244423432222414234334442333232
1501      14131126070306C501101102090812C4
1502      45225425555423415425233351553322234555413431542253531
1511      24131122090304C50106080910071102
1512      443333243334430223043224404C42332224444432234423433 42
1521      15131222120104030710110809050602
1522      54334333435333023433333233543333333333333433334331231
1531      25331224080203061110120407010509
1532      34224533554323331534342244452532243544232121435544213
1541      2113122509010504021112030706C810
1542      44234343444445024133432223443332332443431233433344543
1551      23431125030406C20510090112071108
1552      24334023244334231333322453523333433424213033342432334
1561      23333114070302040112110510060908
1562      43333335334333334435333134433322232333233333523333232
1571      25131124110206C40807100509010312
1572      34214334344424333334424214443423533454242414342322352
1581      2353112608030704011012050906C211
1582      54425443333533333433332223323332533424423532344434431
1591      241312250902081201C71106C503C410
1592      24341334555333C24034333244552432121555545233533333542
1601      14331225C41011C10512090308020706
1602      32335434333332344344233333434432433534333342323323312
1611      18211222030107C41209110810020506
1612      05145254550014011034423255444322233204C33224342043543
1621      24331124C1100911081204050207C306
1622      43225414054442424524113322552311234454421223441541412
FASTABS        VARIABLES=VAR001,VAR003(1,5)/VARC02(1,8)/VAR006(1,3)/VAR008(1,6)/
               TABLES=VAR001 BY VAR002/VAR003 BY VAR002/VAR006 BY VAR002/
               VAR008 BY VAR002
CODEBOOK       VAR009 TO VAR073
CPTICNS        5
STATISTICS     ALL
FACTCR         VARIABLES=VAR021 TO VAR073/
               NFACTORS = 11/ITERATE = 99/
CPTICNS        1
STATISTICS     2,4,6
*SELECT IF     (VAR006 EQ 2)
```

```
CODEBOOK          VAR029
OPTIONS           5
STATISTICS        ALL
FINISH
```

APPENDIX B

FREQUENCY TABLES AND MATRICES FOR VARIABLES 001 THROUGH 008

```
VARIABLE   VAR001     PRESENT DESIGNATOR

VALUE LABEL                                 VALUE    ABSOLUTE    RELATIVE    ADJUSTED   CUMULATIVE
                                                     FREQUENCY   FREQUENCY   FREQUENCY   ADJ FREQ
                                                                 (PERCENT)   (PERCENT)   (PERCENT)
                                          - - - - - - - - - - - - - - - - - - - - - - - - - - - - -
1100                                          1.         27        16.7        16.7        16.7
1110                                          2.        127        78.4        78.4        95.1
1105                                          3.          3         1.9         1.9        96.9
1115                                          4.          5         3.1         3.1       100.0
                                              0.          0         0.0     MISSING       100.0
                                                     -------     -------     -------     -------
                                            TOTAL       162       100.0       100.0       100.0
VALID   OBSERVATIONS -        162
MISSING OBSERVATIONS -          0
```

```
VARIABLE   VAR002     YEAR GROUP

VALUE LABEL                                        VALUE   ABSOLUTE     RELATIVE     ADJUSTED    CUMULATIVE
                                                           FREQUENCY    FREQUENCY    FREQUENCY    ADJ FREQ
                                                                        (PERCENT)    (PERCENT)   (PERCENT)
                                                  - - - - - - - - - - - - - - - - - - - - - - - - - - - - - -
65                                                   1.        20         12.3         12.3         12.3
66                                                   2.        26         16.0         16.0         28.4
67                                                   3.        37         22.8         22.8         51.2
68                                                   4.        31         19.1         19.1         7C.4
69                                                   5.        26         16.0         16.0         86.4
70                                                   6.         9          5.6          5.6         92.0
72                                                   8.        13          8.0          8.0        100.0
                                                     0.         C          C.0      MISSING        100.0
                                                            -------      -------      -------      -------
                                                   TOTAL      162        1C0.0        100.0        100.0

VALID   CBSERVATICNS -          162
MISSING OBSERVATICNS -            0
```

```
VARIABLE   VAR003     COMMISSION SOURCE

VALUE LABEL                               VALUE   ABSOLUTE    RELATIVE    ADJUSTED   CUMULATIVE
                                                  FREQUENCY   FREQUENCY   FREQUENCY   ADJ FREQ
                                                              (PERCENT)   (PERCENT)   (PERCENT)
                                         - - - - - - - - - - - - - - - - - - - - - - - - - - - -
NAV.ACAD.                                   1.       60         37.0        37.0        37.0
NROTC                                       2.       30         18.5        18.5        55.6
OCS                                         3.       31         19.1        19.1        74.7
NESEP                                       4.       28         17.3        17.3        92.0
OTHER                                       5.       13          8.0         8.0       100.0
                                            0.        0          0.0      MISSING      100.0
                                                  -------     -------     -------     -------
                                          TOTAL     162        100.0       100.0       100.0

VALID   OBSERVATIONS -          162
MISSING OBSERVATIONS -            0
```

```
VARIABLE   VAR004     PRESENT RANK

VALUE LABEL                              VALUE   ABSOLUTE      RELATIVE      ADJUSTED    CUMULATIVE
                                                 FREQUENCY     FRECUENCY     FREQUENCY    ADJ FREQ
                                                               (PERCENT)     (PERCENT)    (PERCENT)
                                         - - - - - - - - - - - - - - - - - - - - - - - - - - - - -
ENSIGN                                     1.        13           8.0           8.0          8.0
LTJG                                       2.         4           2.5           2.5         10.5
LT                                         3.       136          84.0          84.0         94.4
LCDR SELECTEE                              4.         9           5.6           5.6        100.0
.                                          0.         0           C.C        MISSING       10C.0
                                                 -------       -------       -------      -------
                                         TOTAL      162         10C.0         100.0        100.0

VALID   OBSERVATICNS -        162
MISSING CBSERVATIONS -          0
```

```
VARIABLE   VAR005     ETHNIC GROUP

VALUE LABEL                        VALUE  ABSOLUTE     RELATIVE    ADJUSTED   CUMULATIVE
                                          FREQUENCY   FREQUENCY   FREQUENCY    ADJ FREQ
                                                      (PERCENT)   (PERCENT)   (PERCENT)
                                  - - - - - - - - - - - - - - - - - - - - - - - - - - - -
WHITE                                1.      158         97.5        97.5         97.5
BLACK                                2.        2          1.2         1.2         98.8
OTHER MINORITY                       3.        2          1.2         1.2        100.0
                                     0.        0          0.0      MISSING       100.0
                                         -------      -------     -------      -------
                                   TOTAL     162        100.0       100.0        100.0

VALID   OBSERVATIONS -        162
MISSING OBSERVATIONS -          0
```

```
VARIABLE   VAR006     MARITAL STATUS

VALUE LABEL                              VALUE    ABSOLUTE     RELATIVE     ADJUSTED    CUMULATIVE
                                                  FREQUENCY    FREQUENCY    FREQUENCY    ADJ FREQ
                                                               (PERCENT)    (PERCENT)    (PERCENT)
                                         - - - - - - - - - - - - - - - - - - - - - - - - - - - - -
MARRIED                                    1.        125         77.2         77.2         77.2
SINGLE                                     2.         33         2C.4         20.4         97.5
DIVORCED OR SEP                            3.          4          2.5          2.5        100.0
                                           0.          0          C.0       MISSING       100.0
                                                  -------      -------      -------      -------
                                         TOTAL       162        100.0        100.0        100.0

VALID   CBSERVATICNS -        162
MISSING CBSERVATICNS -          0
```

```
VARIABLE   VAR007      NAV FG PROGRAM

VALUE LABEL                                   VALUE   ABSOLUTE    RELATIVE    ADJUSTED   CUMULATIVE
                                                      FREQUENCY   FREQUENCY   FREQUENCY    ADJ FREQ
                                                                  (PERCENT)   (PERCENT)   (PERCENT)
                                             - - - - - - - - - - - - - - - - - - - - - - - - - - - -
BACCALAUREATE                                    1.          7         4.3         4.3         4.3
MASTER'S                                         2.        148        91.4        91.4        95.7
ENGINEER'S                                       3.          5         3.1         3.1        98.8
PHD                                              4.          2         1.2         1.2       100.0
                                                 0.          0         0.0     MISSING       100.0
                                                      -------     -------     -------     -------
                                             TOTAL        162       10C.0       100.0       100.0
VALID   CBSERVATICNS -        162
MISSING CBSERVATICNS -          0
```

```
VARIABLE   VAR008     CAREER INTENTIONS

VALUE LABEL                             VALUE   ABSOLUTE    RELATIVE    ADJUSTED   CUMULATIVE
                                                FREQUENCY   FREQUENCY   FREQUENCY   ADJ FREQ
                                                            (PERCENT)   (PERCENT)   (PERCENT)
                                        - - - - - - - - - - - - - - - - - - - - - - - - - - -
MIN OBL SER                               1.          4        2.5         2.5         2.5
UNDECIDED                                 2.         37       22.8        22.8        25.3
REM ONLY 20                               4.         54       33.3        33.3        58.6
REM OVER 20                               5.         37       22.8        22.8        81.5
REM MAXIMUM                               6.         30       18.5        18.5       100.0
                                          0.          0        0.0      MISSING      100.0
                                                -------     -------     -------     -------
                                        TOTAL       162      100.0       100.0       100.0

VALID   OBSERVATIONS -        162
MISSING OBSERVATIONS -          0
```

```
* * * * * * * * * * * * * * * * * *   C R O S S T A B U L A T I O N   O F   * * * * * * *
   VAR001    PRESENT DESIGNATOR                                    BY  VAR002    YEAR GROUP
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

                  VARCC2
          CCUNT   I
          RCW PCT I65       66       67       68       69       7C       72          ROW
          COL PCT I                                                                  TOTAL
          TCT PCT I     1  I     2  I     3  I     4  I     5  I     6  I     8  I
VAR001    --------I--------I--------I--------I--------I--------I--------I--------I
               1  I     C  I     1  I     4  I     4  I     4  I     1  I    13  I      27
  1100            I   0.0  I   3.7  I  14.8  I  14.8  I  14.8  I   3.7  I  48.1  I    16.7
                  I   0.0  I   3.8  I  10.8  I  12.9  I  15.4  I  11.1  I 100.0  I
                  I   0.0  I   0.6  I   2.5  I   2.5  I   2.5  I   0.6  I   8.0  I
                 -I--------I--------I--------I--------I--------I--------I--------I
               2  I    2C  I    25  I    33  I    25  I    20  I     4  I     0  I     127
  1110            I  15.7  I  19.7  I  26.0  I  19.7  I  15.7  I   3.1  I   0.0  I    78.4
                  I 100.0  I  96.2  I  89.2  I  80.6  I  76.9  I  44.4  I   0.0  I
                  I  12.3  I  15.4  I  20.4  I  15.4  I  12.3  I   2.5  I   0.0  I
                 -I--------I--------I--------I--------I--------I--------I--------I
               3  I     C  I     0  I     0  I     1  I     1  I     1  I     0  I       3
  1105            I   0.0  I   C.0  I   0.0  I  33.3  I  33.3  I  33.3  I   0.0  I     1.9
                  I   0.0  I   0.0  I   0.0  I   3.2  I   3.8  I  11.1  I   0.0  I
                  I   C.C  I   0.0  I   0.0  I   0.6  I   0.6  I   0.6  I   0.0  I
                 -I--------I--------I--------I--------I--------I--------I--------I
               4  I     0  I     0  I     0  I     1  I     1  I     3  I     0  I       5
  1115            I   C.0  I   C.0  I   0.0  I  20.0  I  20.0  I  60.0  I   0.0  I     3.1
                  I   0.0  I   0.0  I   0.0  I   3.2  I   3.8  I  33.3  I   0.0  I
                  I   0.C  I   0.0  I   0.0  I   0.6  I   0.6  I   1.9  I   0.0  I
                 -I--------I--------I--------I--------I--------I--------I--------I
          CCLUMN       20       26       37       31       26        9       13        162
           TOTAL     12.3     16.0     22.8     19.1     16.0      5.6      8.0      10C.0
```

```
* * * * * * * * * * * * * * * * * * *  C R O S S T A B U L A T I O N   C F   * * * * * * *
   VAR003    COMMISSICN SCURCE                                   BY  VAR002    YEAR GROUP
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

                  VAR002
         COUNT   I
         ROW PCT I65         66        67        68        69        7C        72          RCW
         CCL PCT I                                                                         TCTAL
         TOT PCT I     1   I     2   I     3   I     4   I     5   I     6   I     8   I
VAR003           -I--------I---------I---------I---------I---------I---------I---------I
                 1 I     9   I    13   I    13   I    12   I     6   I     C   I     7   I     60
  NAV.ACAD.        I  15.0   I  21.7   I  21.7   I  20.0   I  10.0   I   0.0   I  11.7   I   37.0
                   I  45.0   I  50.0   I  35.1   I  38.7   I  23.1   I   C.0   I  53.8   I
                   I   5.6   I   8.0   I   8.0   I   7.4   I   3.7   I   C.C   I   4.3   I
                  -I---------I---------I---------I---------I---------I---------I---------I
                 2 I     2   I     5   I     6   I     7   I     3   I     2   I     5   I     30
  NROTC            I   6.7   I  16.7   I  20.0   I  23.3   I  10.0   I   6.7   I  16.7   I   18.5
                   I  10.0   I  19.2   I  16.2   I  22.6   I  11.5   I  22.2   I  38.5   I
                   I   1.2   I   3.1   I   3.7   I   4.3   I   1.9   I   1.2   I   3.1   I
                  -I---------I---------I---------I---------I---------I---------I---------I
                 3 I     4   I     3   I     8   I     4   I     6   I     5   I     1   I     31
  GCS              I  12.9   I   9.7   I  25.8   I  12.9   I  19.4   I  16.1   I   3.2   I   19.1
                   I  20.0   I  11.5   I  21.6   I  12.9   I  23.1   I  55.6   I   7.7   I
                   I   2.5   I   1.9   I   4.9   I   2.5   I   3.7   I   3.1   I   0.6   I
                  -I---------I---------I---------I---------I---------I---------I---------I
                 4 I     4   I     3   I     7   I     5   I     7   I     2   I     0   I     28
  NESEP            I  14.3   I  10.7   I  25.0   I  17.9   I  25.0   I   7.1   I   0.0   I   17.3
                   I  20.0   I  11.5   I  13.9   I  16.1   I  26.9   I  22.2   I   0.0   I
                   I   2.5   I   1.9   I   4.3   I   3.1   I   4.3   I   1.2   I   0.0   I
                  -I---------I---------I---------I---------I---------I---------I---------I
                 5 I     1   I     2   I     3   I     3   I     4   I     0   I     0   I     13
  CTHER            I   7.7   I  15.4   I  23.1   I  23.1   I  30.8   I   C.C   I   0.0   I    8.0
                   I   5.C   I   7.7   I   8.1   I   9.7   I  15.4   I   0.0   I   0.0   I
                   I   0.6   I   1.2   I   1.9   I   1.9   I   2.5   I   C.0   I   0.0   I
                  -I---------I---------I---------I---------I---------I---------I---------I
          COLUMN        2C        26        37        31        26         9        13        162
          TOTAL       12.3      16.0      22.8      19.1      16.0       5.6       8.0      100.0
```

```
* * * * * * * * * * * * * * * * * *   C R O S S T A B U L A T I O N   O F   * * * * * * *
    VAROC6    MARITAL STATLS                                     BY  VAR002    YEAR GROUP
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

                        VARC02
               COUNT   I
               RCW PCT I65       66        67        68        69        7C        72          RCW
               COL PCT I                                                                     TOTAL
               TOT PCT I       1 I       2 I       3 I       4 I       5 I       6 I       8 I
VAR006         --------I---------I---------I---------I---------I---------I---------I---------I
                     1 I     18  I     23  I     34  I     21  I     21  I      4  I      4  I    125
  MARRIEC              I   14.4  I   18.4  I   27.2  I   16.8  I   16.8  I    3.2  I    3.2  I   77.2
                       I   90.0  I   88.5  I   91.9  I   67.7  I   80.8  I   44.4  I   30.8  I
                       I   11.1  I   14.2  I   21.0  I   13.0  I   13.0  I    2.5  I    2.5  I
                      -I---------I---------I---------I---------I---------I---------I---------I
                     2 I      2  I      2  I      3  I      8  I      5  I      4  I      9  I     33
  SINGLE               I    6.1  I    6.1  I    9.1  I   24.2  I   15.2  I   12.1  I   27.3  I   20.4
                       I   10.0  I    7.7  I    8.1  I   25.8  I   19.2  I   44.4  I   69.2  I
                       I    1.2  I    1.2  I    1.9  I    4.9  I    3.1  I    2.5  I    5.6  I
                      -I---------I---------I---------I---------I---------I---------I---------I
                     3 I      0  I      1  I      0  I      2  I      0  I      1  I      0  I      4
  DIVORCED OR SEP      I    C.0  I   25.0  I    0.0  I   50.0  I    0.0  I   25.0  I    0.0  I    2.5
                       I    0.0  I    3.8  I    0.0  I    6.5  I    0.0  I   11.1  I    0.0  I
                       I    C.0  I    0.6  I    0.0  I    1.2  I    0.0  I    C.6  I    C.0  I
                      -I---------I---------I---------I---------I---------I---------I---------I
               CCLUMN        20        26        37        31        26         9        13      162
                TOTAL      12.3      16.0      22.8      19.1      16.0       5.6       8.0    100.0
```

```
* * * * * * * * * * * * * * * * * *   C R O S S T A B U L A T I O N   C F   * * * * * * *
   VAROC8    CAREER INTENTICNS                                  BY  VARCC2    YEAR GRCUP
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

                 VAR002
        COUNT   I
        ROW PCT I65       66        67        68        69        70        72             RCW
        CCL PCT I                                                                        TCTAL
        TOT PCT I      1  I      2  I      3  I      4  I      5  I      6  I      8  I
VAR008  --------I---------I---------I---------I---------I---------I---------I---------I
             1  I      0  I      0  I      0  I      0  I      1  I      1  I      2  I       4
  MIN OBL SER   I    C.0  I    0.0  I    0.0  I    0.0  I   25.0  I   25.0  I   50.0  I     2.5
                I    C.0 .I    0.0  I    0.0  I    0.0  I    3.8  I   11.1  I   15.4  I
                I    C.0  I    0.0  I    0.0  I    0.0  I    0.6  I    C.6  I    1.2  I
               -I---------I---------I---------I---------I---------I---------I---------I
             2  I      1  I      1  I      6  I      9  I      5  I      4  I     11  I      37
  UNDECIDED     I    2.7  I    2.7  I   16.2  I   24.3  I   13.5  I   10.8  I   29.7  I    22.8
                I    5.0  I    3.8  I   16.2  I   29.0  I   19.2  I   44.4  I   84.6  I
                I    0.6  I    0.6  I    3.7  I    5.6  I    3.1  I    2.5  I    6.8  I
               -I---------I---------I---------I---------I---------I---------I---------I
             4  I      8  I     11  I     11  I     10  I     13  I      1  I      0  I      54
  REM CNLY 20   I   14.8  I   20.4  I   20.4  I   18.5  I   24.1  I    1.9  I    0.0  I    33.3
                I   4C.0  I   42.3  I   29.7  I   32.3  I   50.0  I   11.1  I    0.0  I
                I    4.9  I    6.8  I    6.8  I    6.2  I    8.0  I    C.6  I    0.0  I
               -I---------I---------I---------I---------I---------I---------I---------I
             5  I      8  I      8  I      8  I      6  I      5  I      2  I      0  I      37
  REM OVER 20   I   21.6  I   21.6  I   21.6  I   16.2  I   13.5  I    5.4  I    C.0  I    22.8
                I   40.0  I   30.8  I   21.6  I   19.4  I   19.2  I   22.2  I    0.0  I
                I    4.9  I    4.9  I    4.9  I    3.7  I    3.1  I    1.2  I    0.0  I
               -I---------I---------I---------I---------I---------I---------I---------I
             6  I      3  I      6  I     12  I      6  I      2  I      1  I      0  I      30
  REM MAXIMUM   I   10.0  I   20.0  I   40.0  I   20.0  I    6.7  I    3.3  I    0.0  I    18.5
                I   15.C  I   23.1  I   32.4  I   19.4  I    7.7  I   11.1  I    0.0  I
                I    1.9  I    3.7  I    7.4  I    3.7  I    1.2  I    0.6  I    0.0  I
               -I---------I---------I---------I---------I---------I---------I---------I
         CCLUMN       2C        26        37        31        26         9        13        162
         TOTAL      12.3      16.0      22.8      19.1      16.0       5.6       8.0      100.0
```

APPENDIX C

HISTOGRAMS AND STATISTICS FOR VARIABLES 009 THROUGH 073

To generate the proper question number when referring to the questionnaire (Appendix A) for questions one through 53, simply subtract 20 from the variable number. For example, variable 044 is question 24 in the questionnaire.

```
VARIABLE   VAR009     OPPORTUN OUTDOOR, TRAVEL,ADVENTURE

      CODE
            I
        1.  ****************************************************************************************** (      18)  11.1 PCT
            I     FIRST
            I
            I
        2.  ******************************************************* (      11)   6.8 PCT
            I     SECOND
            I
            I
        3.  ******************************************************* (      11)   6.8 PCT
            I     THIRD
            I
            I
        4.  ********************************************************************** (      14)   8.6 PCT
            I     FOURTH
            I
            I
        5.  ********************************************************************** (      14)   8.6 PCT
            I     FIFTH
            I
            I
        6.  ************************************************************ (      12)   7.4 PCT
            I     SIXTH
            I
            I
        7.  ******************************************************* (      11)   6.8 PCT
            I     SEVENTH
            I
            I
        8.  *************************************************************************** (      15)   9.3 PCT
            I     EIGHTH
            I
            I
        9.  ************************************************************************************* (      17)  10.5 PCT
            I     NINTH
            I
            I
       10.  ************************************************** (      10)   6.2 PCT
            I     TENTH
            I
            I
       11.  *************************************************************************** (      15)   9.3 PCT
            I     ELEVENTH
            I
            I
       12.  ************************************************************ (      12)   7.4 PCT
            I     TWELFTH
            I
            I
        0.  ********** (       2)   1.2 PCT
 (MISSING)  I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0         2         4         6         8        10        12        14        16        18        20
            FREQUENCY

STATISTICS..

MEAN            6.438          STD ERROR       0.277          MEDIAN          6.500
MODE            1.000          STD DEV         3.507          VARIANCE       12.298
KURTOSIS       -1.221          SKEWNESS       -0.038          RANGE          11.000
MINIMUM         1.000          MAXIMUM        12.000

VALID   OBSERVATIONS -       160
MISSING OBSERVATIONS -         2
```

```
VARIABLE   VAR010     OPPORTUN INCR MANGERIAL RESPONS

      CODE
             I
        1.   ********************************************************************* (      34)  21.0 PCT
             I     FIRST
             I
             I
        2.   ********************************************************************************* (      40)  24.7 PCT
             I     SECOND
             I
             I
        3.   ******************************************************* (      27)  16.7 PCT
             I     THIRD
             I
             I
        4.   ************************* (      12)   7.4 PCT
             I     FOURTH
             I
             I
        5.   ******************* (       9)   5.6 PCT
             I     FIFTH
             I
             I
        6.   *************** (       7)   4.3 PCT
             I     SIXTH
             I
             I
        7.   *************** (       7)   4.3 PCT
             I     SEVENTH
             I
             I
        8.   ***************** (       8)   4.9 PCT
             I     EIGHTH
             I
             I
        9.   *********** (       5)   3.1 PCT
             I     NINTH
             I
             I
       10.   *************** (       7)   4.3 PCT
             I     TENTH
             I
             I
       11.   *** (       1)   0.6 PCT
             I     ELEVENTH
             I
             I
       12.   ******* (       3)   1.9 PCT
             I     TWELFTH
             I
             I
        0.   ***** (       2)   1.2 PCT
 (MISSING)   I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             0         5        10        15        20        25        30        35        40        45        50
             FREQUENCY

STATISTICS..

MEAN             3.781            STD ERROR       0.229            MEDIAN          2.722

MODE             2.000            STD DEV         2.894            VARIANCE        8.373

KURTOSIS         0.295            SKEWNESS        1.144            RANGE          11.000

MINIMUM          1.000            MAXIMUM        12.000

VALID   OBSERVATIONS -       160
MISSING OBSERVATIONS -         2
```

```
VARIABLE   VAR011     PERSONS,ABIL AND ACCOMP,I RESPECT

      CODE
                 I
        1.       ******************** (     10)   6.2 PCT
                 I     FIRST
                 I
                 I
        2.       ****************** (      9)   5.6 PCT
                 I     SECOND
                 I
                 I
        3.       ************************************ (     18)  11.1 PCT
                 I     THIRD
                 I
                 I
        4.       ************************** (     13)   8.0 PCT
                 I     FOURTH
                 I
                 I
        5.       ******************************** (     16)   9.9 PCT
                 I     FIFTH
                 I
                 I
        6.       ************************************ (     18)  11.1 PCT
                 I     SIXTH
                 I
                 I
        7.       ************************************** (     19)  11.7 PCT
                 I     SEVENTH
                 I
                 I
        8.       **************************** (     14)   8.6 PCT
                 I     EIGHTH
                 I
                 I
        9.       ********************************************** (     23)  14.2 PCT
                 I     NINTH
                 I
                 I
       10.       **************** (      8)   4.9 PCT
                 I     TENTH
                 I
                 I
       11.       ************ (      6)   3.7 PCT
                 I     ELEVENTH
                 I
                 I
       12.       ************ (      6)   3.7 PCT
                 I     TWELFTH
                 I
                 I
        0.       **** (      2)   1.2 PCT
  (MISSING)      I
                 I
                 I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
                 0         5        10        15        20        25        30        35        40        45        50
                 FREQUENCY

STATISTICS..

MEAN              6.200          STD ERROR        0.234             MEDIAN            6.278

MODE              9.000          STD DEV          2.961             VARIANCE          8.765

KURTOSIS         -0.895          SKEWNESS         0.010             RANGE            11.000

MINIMUM           1.000          MAXIMUM         12.000

VALID   OBSERVATIONS -        160
MISSING OBSERVATIONS -          2
```

```
VARIABLE   VAR012     OPPORTUN ADVANCE EDUCA,TRAINING,GROWTH
      CODE
             I
        1.   *********************************** (     17)  10.5 PCT
             I     FIRST
             I
             I
        2.   ************************************************************* (     30)  18.5 PCT
             I     SECOND
             I
             I
        3.   *********************************************** (     23)  14.2 PCT
             I     THIRD
             I
             I
        4.   *********************************** (     17)  10.5 PCT
             I     FOURTH
             I
             I
        5.   ******************************* (     15)  11.7 PCT
             I     FIFTH
             I
             I
        6.   ***************************** (     14)   8.6 PCT
             I     SIXTH
             I
             I
        7.   ******************************* (     15)   9.3 PCT
             I     SEVENTH
             I
             I
        8.   ********* (      4)   2.5 PCT
             I     EIGHTH
             I
             I
        9.   ************* (      6)   3.7 PCT
             I     NINTH
             I
             I
       10.   ******************* (      9)   5.6 PCT
             I     TENTH
             I
             I
       11.   *********** (      5)   3.1 PCT
             I     ELEVENTH
             I
             I
       12.   *** (      1)   0.6 PCT
             I     TWELFTH
             I
             I
        0.   ***** (      2)   1.2 PCT
 (MISSING)   I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             0         5        10        15        20        25        30        35        40        45        50
             FREQUENCY
STATISTICS..
MEAN            4.631          STD ERROR      0.225           MEDIAN        4.088
MODE            2.000          STD DEV        2.848           VARIANCE      8.108
KURTOSIS       -0.455          SKEWNESS       0.686           RANGE        11.000
MINIMUM         1.000          MAXIMUM       12.000

VALID   OBSERVATIONS -       160
MISSING OBSERVATIONS -         2
```

```
VARIABLE   VAR013     PROMOTE NAT,HUMAINTARIAN OBJECTIVES
      CODE
           I
      1.   ******************************************************* (     11)   6.8 PCT
           I     FIRST
           I
           I
      2.   ********************************************* (      9)   5.6 PCT
           I     SECOND
           I
           I
      3.   ************************************************************ (     12)   7.4 PCT
           I     THIRD
           I
           I
      4.   ********************************************* (      9)   5.6 PCT
           I     FOURTH
           I
           I
      5.   ********************************************************************** (     14)   8.6 PCT
           I     FIFTH
           I
           I
      6.   ******************************************************* (     11)   6.8 PCT
           I     SIXTH
           I
           I
      7.   ********************************************************************** (     14)   8.6 PCT
           I     SEVENTH
           I
           I
      8.   ************************************************************ (     12)   7.4 PCT
           I     EIGHTH
           I
           I
      9.   ****************************************************************************************** (     18)  11.1 PCT
           I     NINTH
           I
           I
     10.   ************************************************************************************* (     17)  10.5 PCT
           I     TENTH
           I
           I
     11.   *********************************************************************************************** (     19)  11.7 PCT
           I     ELEVENTH
           I
           I
     12.   ********************************************************************** (     14)   8.6 PCT
           I     TWELFTH
           I
           I
      0.   ********** (      2)   1.2 PCT
 (MISSING) I
           I
           I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
           0         2         4         6         8        10        12        14        16        18        20
           FREQUENCY
STATISTICS..
MEAN              7.125          STD ERROR       0.270             MEDIAN          7.500
MODE             11.000          STD DEV         3.411             VARIANCE       11.632
KURTOSIS         -1.133          SKEWNESS       -0.278             RANGE          11.000
MINIMUM           1.000          MAXIMUM        12.000

VALID    OBSERVATIONS -       160
MISSING  OBSERVATIONS -         2
```

```
VARIABLE    VAR014      SOC AND CULTURAL ACTIVITIES
      CODE
            I
        2.  ***** (      2)   1.2 PCT
            I     SECOND
            I
            I
        3.  *** (      1)   0.6 PCT
            I     THIRD
            I
            I
        4.  ********************* (     10)   6.2 PCT
            I     FOURTH
            I
            I
        5.  ************* (      6)   3.7 PCT
            I     FIFTH
            I
            I
        6.  ******************* (      9)   5.6 PCT
            I     SIXTH
            I
            I
        7.  ************************************* (     18)  11.1 PCT
            I     SEVENTH
            I
            I
        8.  ************************************* (     18)  11.1 PCT
            I     EIGHTH
            I
            I
        9.  *************************************** (     19)  11.7 PCT
            I     NINTH
            I
            I
       10.  *********************************************** (     23)  14.2 PCT
            I     TENTH
            I
            I
       11.  ******************************************************* (     27)  16.7 PCT
            I     ELEVENTH
            I
            I
       12.  ******************************************************* (     27)  16.7 PCT
            I     TWELFTH
            I
            I
        0.  ***** (      2)   1.2 PCT
  (MISSING) I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0         5        10        15        20        25        30        35        40        45        50
            FREQUENCY
STATISTICS..
MEAN            8.894           STD ERROR       0.201           MEDIAN          9.342
MODE           12.000           STD DEV         2.537           VARIANCE        6.435
KURTOSIS       -0.434           SKEWNESS       -0.636           RANGE          10.000
MINIMUM         2.000           MAXIMUM        12.000
VALID    OBSERVATIONS -       160
MISSING  OBSERVATIONS -         2
```

```
VARIABLE   VARC15     HOME LIFE,COMMUNITY AFFAIRS

      CODE
              I
        1.    **** (      2)   1.2 PCT
              I     FIRST
              I
              I
        2.    ********** (      5)   3.1 PCT
              I     SECOND
              I
              I
        3.    **************** (      8)   4.9 PCT
              I     THIRD
              I
              I
        4.    ************************ (     12)   7.4 PCT
              I     FOURTH
              I
              I
        5.    ****************** (      9)   5.6 PCT
              I     FIFTH
              I
              I
        6.    ************** (      7)   4.3 PCT
              I     SIXTH
              I
              I
        7.    **************** (      8)   4.9 PCT
              I     SEVENTH
              I
              I
        8.    ************************************ (     18)  11.1 PCT
              I     EIGHTH
              I
              I
        9.    ************** (      7)   4.3 PCT
              I     NINTH
              I
              I
       10.    **************************************** (     20)  12.3 PCT
              I     TENTH
              I
              I
       11.    ************************************************ (     24)  14.8 PCT
              I     ELEVENTH
              I
              I
       12.    ******************************************************************************** (     40)  24.7 PCT
              I     TWELFTH
              I
              I
        0.    **** (      2)   1.2 PCT
 (MISSING)    I
              I
              I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
              0         5        10        15        20        25        30        35        40        45        50
              FREQUENCY

STATISTICS..

MEAN              8.612              STD ERROR        0.256              MEDIAN           9.700

MODE             12.000              STD DEV          3.241              VARIANCE        10.503

KURTOSIS         -0.838              SKEWNESS        -0.662              RANGE           11.000

MINIMUM           1.000              MAXIMUM         12.000

VALID   OBSERVATIONS -       160
MISSING OBSERVATIONS -         2
```

```
VARIABLE   VAR016     JOB SECUR,PERS PRACTICES,RETIREMENT
      CODE
           I
        1. ********************************************************************************************** (    47)  29.0 PCT
           I    FIRST
           I
           I
        2. ************************************** (    19)  11.7 PCT
           I    SECCNC
           I
           I
        3. ********************************** (    17)  10.5 PCT
           I    THIRC
           I
           I
        4. ******************************** (    16)   9.5 PCT
           I    FOLRTH
           I
           I
        5. ****************************** (    15)   9.3 PCT
           I    FIFTH
           I
           I
        6. **************** (     8)   4.9 PCT
           I    SIXTH
           I
           I
        7. ********************** (    11)   6.8 PCT
           I    SEVENTH
           I
           I
        8. ************** (     7)   4.3 PCT
           I    EIGHTH
           I
           I
        9. ****************** (     9)   5.6 PCT
           I    NINTH
           I
           I
       10. ********** (     5)   3.1 PCT
           I    TENTH
           I
           I
       11. ****** (     3)   1.9 PCT
           I    ELEVENTH
           I
           I
       12. ****** (     3)   1.9 PCT
           I    TWELFTH
           I
           I
        C. **** (     2)   1.2 PCT
  (MISSING) I
           I
           I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
           C         5        1C        15        2C        25        30        35        40        45        50
           FRECUENCY
STATISTICS..
MEAN            4.100          STD ERROR      C.244          MEDIAN         3.324
MODE            1.000          STD DEV        3.088          VARIANCE       9.537
KURTOSIS       -C.427          SKEWNESS       0.793          RANGE         11.000
MINIMUM         1.000          MAXIMUM       12.000
VALID   OBSERVATIONS -        160
MISSING OBSERVATIONS -          2
```

```
VARIABLE   VAR017      FRIENDSHIPS,SHARING VAL,INTERESTS
      CODE
            I
        1.  ***** (     2)   1.2 PCT
            I    FIRST
            I
            I
        2.  ******************* (     9)   5.6 PCT
            I    SECOND
            I
            I
        3.  ******************* (     9)   5.6 PCT
            I    THIRD
            I
            I
        4.  *********************** (    11)   6.8 PCT
            I    FOURTH
            I
            I
        5.  ********************************* (    16)   9.9 PCT
            I    FIFTH
            I
            I
        6.  ******************************************* (    21)  13.0 PCT
            I    SIXTH
            I
            I
        7.  *************************** (    13)   8.0 PCT
            I    SEVENTH
            I
            I
        8.  ******************************* (    15)   9.3 PCT
            I    EIGHTH
            I
            I
        9.  ******************************************* (    21)  13.0 PCT
            I    NINTH
            I
            I
       10.  *********************************************** (    23)  14.2 PCT
            I    TENTH
            I
            I
       11.  ************************* (    12)   7.4 PCT
            I    ELEVENTH
            I
            I
       12.  ***************** (     8)   4.9 PCT
            I    TWELFTH
            I
            I
        0.  ***** (     2)   1.2 PCT
 (MISSING)  I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0         5        10        15        20        25        30        35        40        45        50
            FREQUENCY
STATISTICS..
MEAN             7.219                  STD ERROR        0.227                  MEDIAN           7.423

MODE            10.000                  STD DEV          2.876                  VARIANCE         8.273

KURTOSIS        -0.932                  SKEWNESS        -0.231                  RANGE           11.000

MINIMUM          1.000                  MAXIMUM         12.000

VALID   OBSERVATIONS -       160
MISSING OBSERVATIONS -         2
```

```
VARIABLE   VAR018     OPPORTUN INVESTIGATE,TRY IDEAS
     CODE
                I
         1.  ******************************************************* (     11)   6.8 PCT
                I     FIRST
                I
                I
         2.  ********************************************************************** (     14)   8.6 PCT
                I     SECOND
                I
                I
         3.  ************************************************************************************* (     17)  10.5 PCT
                I     THIRD
                I
                I
         4.  ************************************************************************************* (     17)  10.5 PCT
                I     FOURTH
                I
                I
         5.  *************************************************************************** (     15)   9.3 PCT
                I     FIFTH
                I
                I
         6.  **************************************************************************************************** (     20)  12.3
                I     SIXTH
                I
                I
         7.  **************************************************************************************************** (     20)  12.3
                I     SEVENTH
                I
                I
         8.  ********************************************************************** (     14)   8.6 PCT
                I     EIGHTH
                I
                I
         9.  ************************************************** (     10)   6.2 PCT
                I     NINTH
                I
                I
        10.  ************************************************************ (     12)   7.4 PCT
                I     TENTH
                I
                I
        11.  ****************************** (      6)   3.7 PCT
                I     ELEVENTH
                I
                I
        12.  ******************** (      4)   2.5 PCT
                I     TWELFTH
                I
                I
         0.  ********** (      2)   1.2 PCT
  (MISSING)     I
                I
                I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
                0         2         4         6         8        10        12        14        16        18        20
                FREQUENCY
STATISTICS..
MEAN             5.606          STD ERROR        0.233          MEDIAN           5.800
MODE             7.000          STD DEV          2.947          VARIANCE         8.686
KURTOSIS        -0.867          SKEWNESS         0.174          RANGE           11.000
MINIMUM          1.000          MAXIMUM         12.000

VALID   OBSERVATIONS -      160
MISSING OBSERVATIONS -        2
```

```
VARIABLE   VAR019     CARRY OUT PLANS ORDERLY ORGANIZATION
      CODE
            I
        1.  ***** (      2)   1.2 PCT
            I    FIRST
            I
            I
        2.  ********* (      4)   2.5 PCT
            I    SECOND
            I
            I
        3.  ******************* (      9)   5.6 PCT
            I    THIRD
            I
            I
        4.  ************************* (     12)   7.4 PCT
            I    FOURTH
            I
            I
        5.  *************************** (     13)   8.0 PCT
            I    FIFTH
            I
            I
        6.  ********************************* (     16)   9.9 PCT
            I    SIXTH
            I
            I
        7.  *********************************** (     17)  10.5 PCT
            I    SEVENTH
            I
            I
        8.  *********************************************** (     23)  14.2 PCT
            I    EIGHTH
            I
            I
        9.  ***************************** (     14)   8.6 PCT
            I    NINTH
            I
            I
       10.  ***************** (      8)   4.9 PCT
            I    TENTH
            I
            I
       11.  ***************************************** (     20)  12.3 PCT
            I    ELEVENTH
            I
            I
       12.  ********************************************* (     22)  13.6 PCT
            I    TWELFTH
            I
            I
        0.  ***** (      2)   1.2 PCT
 (MISSING)  I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0         5        10        15        20        25        30        35        40        45        50
            FREQUENCY
STATISTICS..
MEAN             7.744          STD ERROR       0.237          MEDIAN         7.804
MODE             8.000          STD DEV         2.993          VARIANCE       8.959
KURTOSIS        -0.950          SKEWNESS       -0.192          RANGE         11.000
MINIMUM          1.000          MAXIMUM        12.000

VALID   OBSERVATIONS -       160
MISSING OBSERVATIONS -         2
```

```
VARIABLE   VAR020     POSITION OF PRESTIGE,RECOGNITION
      CODE
           I
        1. ************ (      6)   3.7 PCT
           I     FIRST
           I
           I
        2. ****************** (      9)   5.6 PCT
           I     SECOND
           I
           I
        3. **************** (      8)   4.9 PCT
           I     THIRD
           I
           I
        4. ************************************ (     18)  11.1 PCT
           I     FOURTH
           I
           I
        5. ************************ (     12)   7.4 PCT
           I     FIFTH
           I
           I
        6. ********************************** (     17)  10.5 PCT
           I     SIXTH
           I
           I
        7. ************** (      7)   4.3 PCT
           I     SEVENTH
           I
           I
        8. ************************** (     13)   8.0 PCT
           I     EIGHTH
           I
           I
        9. ************************ (     12)   7.4 PCT
           I     NINTH
           I
           I
       10. ************************************ (     18)  11.1 PCT
           I     TENTH
           I
           I
       11. ****************************************** (     21)  13.0 PCT
           I     ELEVENTH
           I
           I
       12. ************************************** (     19)  11.7 PCT
           I     TWELFTH
           I
           I
        0. **** (      2)   1.2 PCT
 (MISSING) I
     .     I
           I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
           0         5        10        15        20        25        30        35        40        45        50
           FREQUENCY
STATISTICS..
MEAN            7.387          STD ERROR       0.266          MEDIAN          7.731
MODE           11.000          STD DEV         3.370          VARIANCE       11.358
KURTOSIS       -1.212          SKEWNESS       -0.219          RANGE          11.000
MINIMUM         1.000          MAXIMUM        12.000
VALID   OBSERVATIONS -        160
MISSING OBSERVATIONS -          2
```

```
VARIABLE    VAR021      EXECLTIVE CFFICERS

     CCCE
                I
       1.       ****** (       5)    3.1 PCT
                I    STRCNG NEG
                I
                I
       2.       ******************************** (      31)   19.1 PCT
                I    SLIGHT NEG
                I
                I
       3.       ***************************************** (      40)   24.7 PCT
                I    NC EFFECT
                I
                I
       4.       *************************************************************** (      62)   38.3 PCT
                I    SLIGHT POS
                I
                I
       5.       ********************* (      20)   12.3 PCT
                I    STRCNG PCS
                I
                I
       0.       ***** (       4)    2.5 PCT
   (MISSING)    I
                I
                I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
                0        10        20        30        40        50        60        70        80        90       100
                FREQLENCY

STATISTICS..

MEAN            3.386              STD ERROR       0.083               MEDIAN          3.548
MODE            4.000              STD DEV         1.039               VARIANCE        1.079
KURTCSIS       -0.679              SKEWNESS       -0.310               RANGE           4.000
MINIMUM         1.000              MAXIMUM         5.000

VALID   CBSERVATICNS -        158
MISSING CBSERVATICNS -          4
```

```
VARIABLE   VAR022     SEA PAY

      CODE
              I
         1.   ****  (      3)   1.9 PCT
              I     STRONG NEG
              I
              I
         2.   ** (       1)   0.6 PCT
              I     SLIGHT NEG
              I
              I
         3.   ************************************************ (     47)  29.0 PCT
              I     NO EFFECT
              I
              I
         4.   *********************************************************************************** (     82)  50.6 PCT
              I     SLIGHT POS
              I
              I
         5.   ***************************** (     28)  17.3 PCT
              I     STRONG POS
              I
              I
         0.   ** (       1)   0.6 PCT
   (MISSING)  I
              I
              I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
              0        10        20        30        40        50        60        70        80        90       100
              FREQUENCY
STATISTICS..
MEAN              3.814           STD ERROR        0.062                  MEDIAN          3.860
MODE              4.000           STD DEV          0.792                  VARIANCE        0.628
KURTOSIS          1.392           SKEWNESS        -0.641                  RANGE           4.000
MINIMUM           1.000           MAXIMUM          5.000
VALID   OBSERVATIONS -      161
MISSING OBSERVATIONS -        1
```

```
VARIABLE   VAR023      PRESENT TIME IN GRADE REQUIRED
      CODE
             I
        1.   ********** (       9)    5.6 PCT
             I     STRONG NEG
             I
             I
        2.   ***************************************************************** (       64)   39.5 PCT
             I     SLIGHT NEG
             I
             I
        3.   ***************************************************************** (       64)   39.5 PCT
             I     NO EFFECT
             I
             I
        4.   ********************** (       21)   13.0 PCT
             I     SLIGHT POS
             I
             I
        5.   ** (       1)    0.6 PCT
             I     STRONG POS
             I
             I
        0.   **** (       3)    1.9 PCT
   (MISSING) I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             0        10        20        30        40        50        60        70        80        90       100
             FREQUENCY

STATISTICS..

MEAN             2.629              STD ERROR         0.064                   MEDIAN            2.602

MODE             3.000              STD DEV           0.808                   VARIANCE          0.653

KURTOSIS        -0.302              SKEWNESS          0.191                   RANGE             4.000

MINIMUM          1.000              MAXIMUM           5.000

VALID   OBSERVATIONS -        159
MISSING OBSERVATIONS -          3
```

```
VARIABLE   VAR024     MINORITY PROBLEMS

      CODE
            I
       1.   *********  (       8)    4.9 PCT
            I    STRONG NEG
            I
            I
       2.   *********************************************************  (       56)   34.6 PCT
            I    SLIGHT NEG
            I
            I
       3.   ********************************************************************  (       67)   41.4 PCT
            I    NO EFFECT
            I
            I
       4.   **************************  (       25)   15.4 PCT
            I    SLIGHT POS
            I
            I
       5.   ***  (       2)   1.2 PCT
            I    STRONG POS
            I
            I
       0.   *****  (       4)   2.5 PCT
  (MISSING) I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        70        80        90       100
            FREQUENCY

STATISTICS..

MEAN              2.728              STD ERROR         0.066                 MEDIAN           2.724

MODE              3.000              STD DEV           0.834                 VARIANCE         0.696

KURTOSIS         -0.273              SKEWNESS          0.148                 RANGE            4.000

MINIMUM           1.000              MAXIMUM           5.000

VALID   OBSERVATIONS -        158
MISSING OBSERVATIONS -          4
```

```
VARIABLE   VAR025     NAV FG SCHOOL ORDERS

     CODE
                I
       1.       **** (       3)   1.9 PCT
                I    STRONG NEG
                I
                I
       2.       **** (       3)   1.9 PCT
                I    SLIGHT NEG
                I
                I
       3.       ************************* (     24)  14.8 PCT
                I    NO EFFECT
                I
                I
       4.       ******************************************************************************* (     78)  48.1 PCT
                I    SLIGHT POS
                I
                I
       5.       ****************************************************** (     53)  32.7 PCT
                I    STRONG POS
                I
                I
       0.       ** (       1)   0.6 PCT
   (MISSING)    I
                I
                I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
                0        10        20        30        40        50        60        70        80        90       100
                FREQUENCY

STATISTICS..

MEAN              4.087            STD ERROR       0.067              MEDIAN         4.147

MODE              4.000            STD DEV         0.847              VARIANCE       0.717

KURTOSIS          1.884            SKEWNESS       -1.094              RANGE          4.000

MINIMUM           1.000            MAXIMUM         5.000

VALID   OBSERVATIONS -       161
MISSING OBSERVATIONS -         1
```

```
VARIABLE   VAR026     CCMPARE WITH CIVILIANS

      COCE
            I
         1. ***** (      4)   2.5 PCT
            I     STRONG NEG
            I
            I
         2. ************************** (     25)  15.4 PCT
            I     SLIGHT NEG
            I
            I
         3. ************************************************** (     49)  30.2 PCT
            I     NO EFFECT
            I
            I
         4. ************************************************************* (     6C)  37.0 PCT
            I     SLIGHT PCS
            I
            I
         5. ********************** (     21)  13.0 PCT
            I     STRCNG POS
            I
            I
         0. **** (      3)   1.9 PCT
   (MISSING)I
            I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        7C        80        90       100
            FREQUENCY

STATISTICS..

MEAN            3.434           STD ERROR       0.079                 MEDIAN          3.525

MCDE            4.000           STD DEV         C.991                 VARIANCE        0.981

KURTCSIS       -0.485           SKEWNESS       -0.286                 RANGE           4.000

MINIMUM         1.CCC           MAXIMUM         5.000

VALIC   CBSERVATICNS -        159
MISSING CBSERVATICNS -          3
```

```
VARIABLE   VAR027     EXAMS FOR EACH RANK

      CODE
             I
        1.   **************** (    15)   9.3 PCT
             I     STRONG NEG
             I
             I
        2.   ***************************** (    28)  17.3 PCT
             I     SLIGHT NEG
             I
             I
        3.   ******************************************************* (    54)  33.3 PCT
             I     NO EFFECT
             I
             I
        4.   **************************************************** (    51)  31.5 PCT
             I     SLIGHT POS
             I
             I
        5.   ************ (    11)   6.8 PCT
             I     STRONG POS
             I
             I
        0.   **** (     3)   1.9 PCT
   (MISSING) I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             0        10        20        30        40        50        60        70        80        90       100
             FREQUENCY

STATISTICS..

MEAN              3.094          STD ERROR         0.085                MEDIAN            3.176

MODE              3.000          STD DEV           1.072                VARIANCE          1.149

KURTOSIS         -0.550          SKEWNESS         -0.312                RANGE             4.000

MINIMUM           1.000          MAXIMUM           5.000

VALID   OBSERVATIONS -       159
MISSING OBSERVATIONS -         3
```

```
VARIABLE   VAR028     NAVY EXCHANGE

      CODE
             I
        1.   *** (        2)   1.2 PCT
             I    STRONG NEG
             I
             I
        2.   ********** (       9)   5.6 PCT
             I    SLIGHT NEG
             I
             I
        3.   ***************************************************** (      52)  32.1 PCT
             I    NO EFFECT
             I
             I
        4.   *************************************************************************************** (      86)  53.1 PCT
             I    SLIGHT POS
             I
             I
        5.   ************* (      12)   7.4 PCT
             I    STRONG POS
             I
             I
        0.   ** (       1)   0.6 PCT
   (MISSING) I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             0        10        20        30        40        50        60        70        80        90       100
             FREQUENCY

STATISTICS..

MEAN            3.602         STD ERROR       0.060              MEDIAN          3.703

MODE            4.000         STD DEV         0.761              VARIANCE        0.579

KURTOSIS        0.869         SKEWNESS       -0.648              RANGE           4.000

MINIMUM         1.000         MAXIMUM         5.000

VALID   OBSERVATIONS -        161
MISSING OBSERVATIONS -          1
```

```
VARIABLE   VARC29     BAQ,ALL AFLCAT OFFICERS
      CCDE
             I
       2.    ******* (      6)    3.7 PCT
             I    SLIGHT NEG
             I
             I
       3.    ************************************************************************************ (    83)  51.2 PCT
             I    NO EFFECT
             I
             I
       4.    **************************************** (    39)  24.1 PCT
             I    SLIGHT POS
             I
             I
       5.    ***************************** (    28)  17.3 PCT
             I    STRCNG POS
             I
             I
       0.    ******* (      6)    3.7 PCT
   (MISSING) I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             0        10        20        30        40        50        60        70        80        90       100
             FRECLENCY

STATISTICS..

MEAN          3.571          STD ERROR     0.066          MEDIAN        3.367
MCDE          3.000          STD DEV       C.828          VARIANCE      0.685
KURTCSIS     -0.738          SKEWNESS      C.527          RANGE         3.000
MINIMUM       2.CCC          MAXIMUM       5.000

VALID   CBSERVATICNS -      156
MISSING CBSERVATICNS -        6
```

```
VARIABLE   VAR029     BAC,ALL AFLOAT OFFICERS

      CODE
              I
        3.    ****************************** (      6)  18.2 PCT
              I     NO EFFECT
              I
              I
        4.    ********************************************* (      9)  27.3 PCT
              I     SLIGHT PCS
              I
              I
        5.    ****************************************************************************************** (     18)  54.5
              I     STRONG PCS
              I
              I
        0.    * (      0)   0.0 PCT
  (MISSING)   I
              I
              I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
              0         2         4         6         8        10        12        14        16        18        20
              FREQUENCY

STATISTICS..

MEAN             4.364           STD ERROR      0.136           MEDIAN          0.0
MODE             5.000           STD DEV        0.783           VARIANCE        0.614
KURTOSIS        -0.962           SKEWNESS      -0.727           RANGE           2.000
MINIMUM          3.000           MAXIMUM        5.000

VALID   OBSERVATIONS -       33
MISSING OBSERVATIONS -        0
```

```
VARIABLE   VAR030     SFCT PROMCTICN PRUGRAM
      COCE
            I
        1.  **** (       3)   1.9 PCT
            I     STRONG NEG
            I
            I
        2.  *********** (     10)    6.2 PCT
            I     SLIGHT NEG
            I
            I
        3.  ***************************************** (     40)  24.7 PCT
            I     NC EFFECT
            I
            I
        4.  **************************************************************************** (     75)  46.3 PCT
            I     SLIGHT PCS
            I
            I
        5.  ********************************* (     32)  19.8 PCT
            I     STRCNG PCS
            I
            I
        C.  *** (      2)   1.2 PCT
  (MISSING) I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        1C        2C        30        40        50        60        70        80        90       100
            FREQUENCY

STATISTICS..

MEAN            3.769           STD ERROR      C.072              MEDIAN          3.860

MOCE            4.000           STD CEV        0.906              VARIANCE        C.82C

KURTOSIS        0.403           SKEWNESS      -C.650              RANGE           4.000

MINIMUM         1.000           MAXIMUM        5.000

VALID   CBSERVATICNS -       160
MISSING CBSERVATICNS -         2
```

```
VARIABLE   VAR031      COMMANDING OFFICERS

      CODE
            I
        1.  ******* (       6)   3.7 PCT
            I     STRONG NEG
            I
            I
        2.  ****************** (     17)  10.5 PCT
            I     SLIGHT NEG
            I
            I
        3.  **************** (     15)   9.3 PCT
            I     NO EFFECT
            I
            I
        4.  *************************************************************************** (     74)  45.7 PCT
            I     SLIGHT POS
            I
            I
        5.  ********************************************** (     45)  27.8 PCT
            I     STRONG POS
            I
            I
        0.  ****** (       5)   3.1 PCT
   (MISSING) I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        70        80        90       100
            FREQUENCY

STATISTICS..

MEAN             3.860            STD ERROR        0.085            MEDIAN          4.047

MODE             4.000            STD DEV          1.071            VARIANCE        1.147

KURTOSIS         0.380            SKEWNESS        -1.007            RANGE           4.000

MINIMUM          1.000            MAXIMUM          5.000

VALID   OBSERVATIONS -        157
MISSING OBSERVATIONS -          5
```

```
VARIABLE   VAR032     SURFACE WARFARE SCHOOL

     CODE
             I
        1.   ** (      1)   0.6 PCT
             I    STRONG NEG
             I
             I
        2.   ******** (     7)   4.3 PCT
             I    SLIGHT NEG
             I
             I
        3.   ************************************************************************ (     71)  43.8 PCT
             I    NO EFFECT
             I
             I
        4.   ********************************************************* (     56)  34.6 PCT
             I    SLIGHT POS
             I
             I
        5.   *********************** (     22)  13.6 PCT
             I    STRONG POS
             I
             I
        0.   ****** (      5)   3.1 PCT
   (MISSING) I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             0        10        20        30        40        50        60        70        80        90       100
             FREQUENCY

STATISTICS..

MEAN             3.580            STD ERROR       0.065                MEDIAN          3.493

MODE             3.000            STD DEV         0.810                VARIANCE        0.655

KURTOSIS        -0.189            SKEWNESS        0.104                RANGE           4.000

MINIMUM          1.000            MAXIMUM         5.000

VALID   OBSERVATIONS -        157
MISSING OBSERVATIONS -          5
```

```
VARIABLE   VAR033     OFFICER LIVING CONDITION SHIPS
      CODE
            I
        1.  ***** (     4)   2.5 PCT
            I    STRONG NEG
            I
            I
        2.  ************************************** (    37)  22.8 PCT
            I    SLIGHT NEG
            I
            I
        3.  *********************************************************************************** (    82)  50.6 PCT
            I    NO EFFECT
            I
            I
        4.  ************************************** (    37)  22.8 PCT
            I    SLIGHT POS
            I
            I
        5.  *** (     2)   1.2 PCT
            I    STRONG POS
            I
            I
        0.  * (     0)   0.0 PCT
 (MISSING)  I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        70        80        90       100
            FREQUENCY

STATISTICS..

MEAN             2.975                  STD ERROR        0.061                  MEDIAN           2.988

MODE             3.000                  STD DEV          0.780                  VARIANCE         0.608

KURTOSIS        -0.148                  SKEWNESS        -0.115                  RANGE            4.000

MINIMUM          1.000                  MAXIMUM          5.000

VALID   OBSERVATIONS -       162
MISSING OBSERVATIONS -         0
```

```
VARIABLE    VAR034      UF CR CUT LEGISLATION
      COCE
              I
         1.   **** (       3)   1.9 PCT
              I     STRONG NEG
              I
              I
         2.   ****************** (     17)  10.5 PCT
              I     SLIGHT NEG
              I
              I
         3.   ************************************ (     35)  21.6 PCT
              I     NC EFFECT
              I
              I
         4.   ********************************************************************* (     68)  42.0 PCT
              I     SLIGHT PCS
              I
              I
         5.   *************************************** (     38)  23.5 PCT
              I     STRONG POS
              I
              I
         0.   ** (       1)   C.6 PCT
   (MISSING)  I
              I
              I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
              0        10        20        30        40        50        60        70        80        90       100
              FRECUENCY
STATISTICS..
MEAN             3.752          STD ERROR        C.078                MEDIAN           3.875
MOCE             4.000          STD DEV          0.994                VARIANCE         C.988
KURTCSIS        -0.192          SKEWNESS        -0.598                RANGE            4.000
MINIMUM          1.000          MAXIMUM          5.000
VALID   CBSERVATICNS -        161
MISSING CBSERVATICNS -          1
```

```
VARIABLE   VAR035     WIFE'S OPINION

      CODE
             I
         1.  ********** (     10)   6.2 PCT
             I     STRONG NEG
             I
             I
         2.  ************* (     13)   8.0 PCT
             I     SLIGHT NEG
             I
             I
         3.  ************************************************ (     48)  29.6 PCT
             I     NO EFFECT
             I
             I
         4.  **************************************************** (     52)  32.1 PCT
             I     SLIGHT POS
             I
             I
         5.  *********************** (     23)  14.2 PCT
             I     STRONG POS
             I
             I
         0.  **************** (     16)   9.9 PCT
   (MISSING) I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             0        10        20        30        40        50        60        70        80        90       100
             FREQUENCY

STATISTICS..

MEAN            3.445          STD ERROR       0.089               MEDIAN          3.538

MODE            4.000          STD DEV         1.077               VARIANCE        1.159

KURTOSIS       -0.129          SKEWNESS       -0.523               RANGE           4.000

MINIMUM         1.000          MAXIMUM         5.000

VALID   OBSERVATIONS -       146
MISSING OBSERVATIONS -        16
```

```
VARIABLE   VAR036     ADDIT PAY COMPAR TO FLT PAY

      CODE
            I
        1.  **************** (      15)    9.3 PCT
            I    STRONG NEG
            I
            I
        2.  ************************************************************************** (     73)  45.1 PCT
            I    SLIGHT NEG
            I
            I
        3.  ******************************************************************** (     67)  41.4 PCT
            I    NO EFFECT
            I
            I
        4.  ***** (      4)   2.5 PCT
            I    SLIGHT POS
            I
            I
        5.  ** (      1)   0.6 PCT
            I    STRONG POS
            I
            I
        0.  *** (      2)   1.2 PCT
 (MISSING)  I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        70        80        90       100
            FREQUENCY

STATISTICS..

MEAN              2.394             STD ERROR       0.057                     MEDIAN          2.390

MODE              2.000             STD DEV         0.719                     VARIANCE        0.517

KURTOSIS          0.320             SKEWNESS        0.070                     RANGE           4.000

MINIMUM           1.000             MAXIMUM         5.000

VALID   OBSERVATIONS -       160
MISSING OBSERVATIONS -         2
```

```
VARIABLE   VAR037     OPPORTUN ACCEL PROMOTION

      CODE
            I
        1.  ********************* (    10)   6.2 PCT
            I    STRONG NEG
            I
            I
        2.  ******************************************************************* (    33)  20.4 PCT
            I    SLIGHT NEG
            I
            I
        3.  *************************************************************************************************** (    49)
            I    NO EFFECT
            I
            I
        4.  ***************************************************************************************************** (    50)
            I    SLIGHT POS
            I
            I
        5.  *************************************** (    19)  11.7 PCT
            I    STRONG POS
            I
            I
        0.  *** (     1)   0.6 PCT
   (MISSING)I
            I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0         5        10        15        20        25        30        35        40        45        50
            FREQUENCY

STATISTICS..

MEAN            3.217                STD ERROR      0.086                MEDIAN          3.265

MODE            4.000                STD DEV        1.094                VARIANCE        1.196

KURTOSIS       -0.695                SKEWNESS      -0.180                RANGE           4.000

MINIMUM         1.000                MAXIMUM        5.000

VALID   OBSERVATIONS -        161
MISSING OBSERVATIONS -          1
```

```
VARIABLE   VAR038     CEPARTMENT FEADS

      COCE
            I
        1.  ** (     1)   C.6 PCT
            I    STRONG NEG
            I
            I
        2.  ********** (     9)   5.6 PCT
            I    SLIGHT NEG
            I
            I
        3.  ***************************************************** (    52)   32.1 PCT
            I    NC EFFECT
            I
            I
        4.  ********************************************************************* (    68)   42.0 PCT
            I    SLIGFT PCS
            I
            I
        5.  ************************** (    25)   15.4 PCT
            I    STRCNG POS
            I
            I
        0.  ******** (     7)   4.3 PCT
 (MISSING)  I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            C        10        20        30        40        50        60        70        80        90       100
            FREQUENCY

STATISTICS..

MEAN             3.690                STD ERROR        0.067                  MEDIAN           3.728

MCCE             4.00C                STD DEV          C.834                  VARIANCE         0.696

KURTCSIS        -0.139                SKEWNESS        -C.245                  RANGE            4.000

MINIMCM          1.00C                MAXIMUM          5.000

VALIC   CBSERVATICNS -       155
MISSING CBSERVATICNS -         7
```

```
VARIABLE   VAR039     NEWS MEDIA

     CODE
           I
        1. ***** (       4)   2.5 PCT
           I     STRONG NEG
           I
           I
        2. ********************************************* (     44)  27.2 PCT
           I     SLIGHT NEG
           I
           I
        3. *************************************************************************************************** (      98) (
           I     NC EFFECT
           I
           I
        4. *************** (     14)   8.6 PCT
           I     SLIGHT POS
           I
           I
        5. ** (       1)   C.6 PCT
           I     STRONG POS
           I
           I
        0. ** (       1)   0.6 PCT
  (MISSING)I
           I
           I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
           0        10        20        30        40        50        60        7C        80        90       100
           FREQUENCY

STATISTICS..

MEAN            2.776          STD ERROR       0.052                  MEDIAN        2.832

MODE            3.00C          STD DEV         C.661                  VARIANCE      0.437

KURTOSIS        0.682          SKEWNESS       -C.115                  RANGE         4.000

MINIMUM         1.00C          MAXIMUM         5.000

VALID   CBSERVATICNS -       161
MISSING CBSERVATICNS -         1
```

```
VARIABLE   VAR040      CCMMISSARY

      CODE
            I
        1.  ****** (      5)   3.1 PCT
            I     STRONG NEG
            I
            I
        2.  ******** (      7)    4.3 PCT
            I     SLIGHT NEG
            I
            I
        3.  ********************************************** (      45)  27.8 PCT
            I     NC EFFECT
            I
            I
        4.  ***************************************************************************************** (      88)  54.3 PCT
            I     SLIGHT PCS
            I
            I
        5.  ****************** (      17)  10.5 PCT
            I     STRONG POS
            I
            I
        C.  * (      C)    C.C PCT
  (MISSING) I
            I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        70        80        90       100
            FREQUENCY

STATISTICS..

MEAN           3.648           STD ERROR       C.C66               MEDIAN        3.773

MODE           4.000           STD DEV         0.845               VARIANCE      C.714

KURTOSIS       1.459           SKEWNESS       -C.936               RANGE         4.000

MINIMUM        1.000           MAXIMUM         5.000

VALID   CBSERVATICNS -        162
MISSING CBSERVATICNS -          0
```

```
VARIABLE   VAR041     REQUIRED COURSES

     CODE
              I
        1.    ************** (     14)   8.6 PCT
              I     STRONG NEG
              I
              I
        2.    ************************************************* (     49)  30.2 PCT
              I     SLIGHT NEG
              I
              I
        3.    *********************************************************** (     59)  36.4 PCT
              I     NO EFFECT
              I
              I
        4.    ********************************** (     34)  21.0 PCT
              I     SLIGHT POS
              I
              I
        5.    ****** (      6)   3.7 PCT
              I     STRONG POS
              I
              I
        0.    * (      0)   0.0 PCT
   (MISSING)  I
              I
              I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
              0        10        20        30        40        50        60        70        80        90       100
              FREQUENCY

STATISTICS..

MEAN              2.809            STD ERROR        0.078               MEDIAN          2.805

MODE              3.000            STD DEV          0.988               VARIANCE        0.976

KURTOSIS         -0.520            SKEWNESS         0.080               RANGE           4.000

MINIMUM           1.000            MAXIMUM          5.000

VALID   OBSERVATIONS -        162
MISSING OBSERVATIONS -          0
```

```
VARIABLE   VAR042     TIME AWAY HOMEPORT

      CODE
            I
        1.  *************************************** (      38)  23.5 PCT
            I     STRONG NEG
            I
            I
        2.  ******************************************************** (      55)  34.0 PCT
            I     SLIGHT NEG
            I
            I
        3.  ********************************************************* (      56)  34.6 PCT
            I     NO EFFECT
            I
            I
        4.  ************* (      12)   7.4 PCT
            I     SLIGHT POS
            I
            I
        5.  ** (       1)   0.6 PCT
            I     STRONG POS
            I
            I
        0.  * (       0)   0.0 PCT
  (MISSING) I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        70        80        90       100
            FREQUENCY

STATISTICS..

MEAN             2.278            STD ERROR      0.073             MEDIAN         2.282

MODE             3.000            STD DEV        0.927             VARIANCE       0.860

KURTOSIS        -0.658            SKEWNESS       0.173             RANGE          4.000

MINIMUM          1.000            MAXIMUM        5.000

VALID   OBSERVATIONS -       162
MISSING OBSERVATIONS -         0
```

```
VARIABLE   VAR043     ENL REENLIST STANDARDS

      CODE
               I
         1.    ***** (       4)   2.5 PCT
               I     STRONG NEG
               I
               I
         2.    ******************************************************** (     55)  34.0 PCT
               I     SLIGHT NEG
               I
               I
         3.    ***************************************************************** (     64)  39.5 PCT
               I     NO EFFECT
               I
               I
         4.    ************************************ (     35)  21.6 PCT
               I     SLIGHT POS
               I
               I
         5.    ** (       1)   0.6 PCT
               I     STRONG POS
               I
               I
         0.    **** (       3)   1.9 PCT
   (MISSING)   I
               I
               I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
               0        10        20        30        40        50        60        70        80        90       100
               FREQUENCY

STATISTICS..

MEAN             2.836            STD ERROR       0.065                MEDIAN          2.820

MODE             3.000            STD DEV         0.818                VARIANCE        0.669

KURTOSIS        -0.746            SKEWNESS        0.099                RANGE           4.000

MINIMUM          1.000            MAXIMUM         5.000

VALID   OBSERVATIONS -       159
MISSING OBSERVATIONS -         3
```

```
VARIABLE   VAR044     CUAL CF SHIPS,EQUIPMENT

      COCE
           I
        1. ******************* (    18)  11.1 PCT
           I    STRONG NEG
           I
           I
        2. ************************************************************************************************ (    95)  58.6
           I    SLIGFT NEG
           I
           I
        3. *********************** (    22)  13.6 PCT
           I    NC EFFECT
           I
           I
        4. ********************* (    20)  12.3 PCT
           I    SLIGHT PCS
           I
           I
        5. ***** (     4)  2.5 PCT
           I    STRONG POS
           I
           I
        0. **** (     3)  1.9 PCT
  (MISSING)I
           I
           I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
           0        10        20        30        40        50        60        70        80        90       100
           FRECUENCY

STATISTICS..

MEAN            2.352          STD ERROR        0.074              MEDIAN         2.147

MCDE            2.000          STD DEV          0.929              VARIANCE       0.863

KURTOSIS        0.506          SKEWNESS         0.960              RANGE          4.000

MINIMUM         1.000          MAXIMUM          5.000

VALID   CBSERVATIONS -        159
MISSING CBSERVATICNS -          3
```

```
VARIABLE   VAR045     2 GRAMS
      CODE
             I
         1.  ******* (       6)   3.7 PCT
             I     STRONG NEG
             I
             I
         2.  ********************************** (     33)  20.4 PCT
             I     SLIGHT NEG
             I
             I
         3.  ***************************** (     28)  17.3 PCT
             I     NO EFFECT
             I
             I
         4.  ******************************************************************************** (     79)  48.8 PCT
             I     SLIGHT POS
             I
             I
         5.  **************** (     15)   9.3 PCT
             I     STRONG POS
             I
             I
         0.  ** (       1)   0.6 PCT
 (MISSING)   I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             0        10        20        30        40        50        60        70        80        90       100
             FREQUENCY

STATISTICS..

MEAN            3.398              STD ERROR       0.081                   MEDIAN          3.671

MODE            4.000              STD DEV         1.032                   VARIANCE        1.066

KURTOSIS       -0.597              SKEWNESS       -0.544                   RANGE           4.000

MINIMUM         1.000              MAXIMUM         5.000

VALID   OBSERVATIONS -      161
MISSING OBSERVATIONS -        1
```

```
VARIABLE   VARC46      ACCEL PROM CEILING REMOVED

      CODE
             I
        1.   *** (       2)   1.2 PCT
             I     STRONG NEG
             I
             I
        2.   ******************* (      18)   11.1 PCT
             I     SLIGHT NEG
             I
             I
        3.   ********************************************************* (      56)   34.6 PCT
             I     NO EFFECT
             I
             I
        4.   *************************************************************** (      62)   38.3 PCT
             I     SLIGHT POS
             I
             I
        5.   ********************** (      21)   13.0 PCT
             I     STRONG POS
             I
             I
        0.   **** (       3)   1.9 PCT
  (MISSING)  I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             0        10        20        30        40        50        60        70        80        90       100
             FREQUENCY

STATISTICS..

MEAN              3.516           STD ERROR        0.072                MEDIAN         3.556

MODE              4.000           STD DEV          0.906                VARIANCE       0.821

KURTOSIS         -0.311           SKEWNESS        -0.226                RANGE          4.000

MINIMUM           1.000           MAXIMUM          5.000

VALID   OBSERVATIONS -        159
MISSING OBSERVATIONS -          3
```

```
VARIABLE   VARC47     MEDICAL BENEFITS
     CODE
            I
       1.   ****** (       5)   3.1 PCT
            I     STRONG NEG
            I
            I
       2.   ***** (      4)   2.5 PCT
            I     SLIGHT NEG
            I
            I
       3.   *************** (     14)    8.6 PCT
            I     NO EFFECT
            I
            I
       4.   ************************************************************************************** (     85)  52.5 PCT
            I     SLIGHT POS
            I
            I
       5.   ******************************************************* (     54)  33.3 PCT
            I     STRONG POS
            I
            I
       0.   * (      0)    0.0 PCT
   (MISSING)I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        70        80        90       100
            FREQUENCY
STATISTICS..
MEAN             4.105            STD ERROR        0.070             MEDIAN          4.182
MODE             4.000            STD DEV          0.889             VARIANCE        0.790
KURTOSIS         2.996            SKEWNESS        -1.484             RANGE           4.000
MINIMUM          1.000            MAXIMUM          5.000

VALID    OBSERVATIONS -        162
MISSING  OBSERVATIONS -          0
```

```
VARIABLE   VAR048      PRES,FUTURE OPPORTUN FOR COMMAND

     CODE
          I
       1. ********** (       9)   5.6 PCT
          I     STRONG NEG
          I
          I
       2. ************************************************ (      47)  29.0 PCT
          I     SLIGHT NEG
          I
          I
       3. ************************* (      24)  14.8 PCT
          I     NO EFFECT
          I
          I
       4. **************************************************** (      51)  31.5 PCT
          I     SLIGHT POS
          I
          I
       5. ****************************** (      29)  17.9 PCT
          I     STRONG POS
          I
          I
       0. *** (       2)   1.2 PCT
 (MISSING)  I
          I
          I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
          0        10        20        30        40        50        60        70        80        90       100
          FREQUENCY

STATISTICS..

MEAN            3.275          STD ERROR       0.097          MEDIAN          3.500
MODE            4.000          STD DEV         1.223          VARIANCE        1.496
KURTOSIS       -1.201          SKEWNESS       -0.123          RANGE           4.000
MINIMUM         1.000          MAXIMUM         5.000

VALID   OBSERVATIONS -      160
MISSING OBSERVATIONS -        2
```

```
VARIABLE   VAR049     MINORITY OPPORTUN PROM ETC.

      CODE
             I
        1.   ***** (     4)   2.5 PCT
             I     STRONG NEG
             I
             I
        2.   *************** (    14)   8.6 PCT
             I     SLIGHT NEG
             I
             I
        3.   ***************************************************************************************************** (   100)
             I     NO EFFECT
             I
             I
        4.   ************************************** (    37)  22.8 PCT
             I     SLIGHT POS
             I
             I
        5.   ***** (     4)   2.5 PCT
             I     STRONG POS
             I
             I
        0.   **** (     3)   1.9 PCT
  (MISSING)  I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             0        10        20        30        40        50        60        70        80        90       100
             FREQUENCY

STATISTICS..

MEAN            3.145          STD ERROR       0.056               MEDIAN          3.115

MODE            3.000          STD DEV         0.710               VARIANCE        0.504

KURTOSIS        1.406          SKEWNESS       -0.214               RANGE           4.000

MINIMUM         1.000          MAXIMUM         5.000

VALID   OBSERVATIONS -        159
MISSING OBSERVATIONS -          3
```

```
VARIAELE   VAR05U     NAVY PEERS

      CODE
            I
        2.  ***************** (    16)   9.9 PCT
            I    SLIGHT NEG
            I
            I
        3.  ****************************************************************************** (    77)  47.5 PCT
            I    NO EFFECT
            I
            I
        4.  ************************************************************ (    59)  36.4 PCT
            I    SLIGHT PCS
            I
            I
        5.  ********** (     9)   5.6 PCT
            I    STRCNG PCS
            I
            I
        C.  ** (     1)   0.6 PCT
 (MISSING)  I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            C        1C        20        30        40        50        60        70        80        9C       100
            FREQUENCY

STATISTICS..

MEAN             3.379                  STC ERROR        0.058                  MEDIAN           3.338

MCDE             3.000                  STD DEV          C.741                  VARIANCE         0.549

KURTCSIS        -C.282                  SKEWNESS         0.098                  RANGE            3.00C

MINIMUM          2.CCC                  MAXIMUM          5.000

VALID   CBSERVATICNS -       161
MISSING CBSERVATICNS -         1
```

```
VARIABLE   VAR051     UNEXP DEPLOYMENT OR ORDERS

      CODE
               I
         1.    ********************************* (      33)  20.4 PCT
               I    STRONG NEG
               I
               I
         2.    ************************************************************* (      61)  37.7 PCT
               I    SLIGHT NEG
               I
               I
         3.    ************************************************************* (      61)  37.7 PCT
               I    NO EFFECT
               I
               I
         4.    **** (      3)   1.9 PCT
               I    SLIGHT POS
               I
               I
         5.    *** (      2)   1.2 PCT
               I    STRONG POS
               I
               I
         0.    *** (      2)   1.2 PCT
   (MISSING)   I
               I
               I
               I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
               0        10        20        30        40        50        60        70        80        90       100
               FREQUENCY

STATISTICS..

MEAN             2.250           STD ERROR       0.067              MEDIAN         2.270
MODE             3.000           STD DEV         0.847              VARIANCE       0.717
KURTOSIS        -0.013           SKEWNESS        0.187              RANGE          4.000
MINIMUM          1.000           MAXIMUM         5.000

VALID   OBSERVATIONS -       160
MISSING OBSERVATIONS -         2
```

```
VARIABLE   VAR052     PEACETIME BUDGET CONSTRAINTS

      CODE
            I
        1.  *********************** (    22)  13.6 PCT
            I    STRONG NEG
            I
            I
        2.  ********************************************************************************************* (    92)  56.8 PC
            I    SLIGHT NEG
            I
            I
        3.  ********************************************** (    45)  27.8 PCT
            I    NO EFFECT
            I
            I
        4.  **** (     3)   1.9 PCT
            I    SLIGHT POS
            I
            I
        0.  * (     0)   0.0 PCT
 (MISSING)  I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        70        80        90       100
            FREQUENCY

STATISTICS..

MEAN             2.179                  STD ERROR        0.053                  MEDIAN           2.141

MODE             2.000                  STD DEV          0.677                  VARIANCE         0.458

KURTOSIS        -0.144                  SKEWNESS         0.129                  RANGE            3.000

MINIMUM          1.000                  MAXIMUM          4.000

VALID   OBSERVATIONS -        162
MISSING OBSERVATIONS -          0
```

```
VARIABLE   VAR053     UNANNOUNCED INSPECTIONS

      CODE
            I
        1.  ******************************************************** (     28)  17.3 PCT
            I     STRONG NEG
            I
            I
        2.  ********************************************************************************** (     41)  25.3 PCT
            I     SLIGHT NEG
            I
            I
        3.  ********************************************************************************************** (     47)  29.0
            I     NO EFFECT
            I
            I
        4.  ************************************************************************** (     37)  22.8 PCT
            I     SLIGHT POS
            I
            I
        5.  ****************** (      9)   5.6 PCT
            I     STRONG POS
            I
            I
        0.  * (      0)   0.0 PCT
  (MISSING) I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0         5        10        15        20        25        30        35        40        45        50
            FREQUENCY

STATISTICS..

MEAN             2.741             STD ERROR       0.091                    MEDIAN          2.755

MODE             3.000             STD DEV         1.156                    VARIANCE        1.336

KURTOSIS        -0.909             SKEWNESS        0.057                    RANGE           4.000

MINIMUM          1.000             MAXIMUM         5.000

VALID   OBSERVATIONS -       162
MISSING OBSERVATIONS -         0
```

```
VARIABLE   VAR054     CIVILIAN OPINION

     CODE
             I
        1.   ****** (      5)   3.1 PCT
             I    STRONG NEG
             I
             I
        2.   ******************************************* (     42)  25.9 PCT
             I    SLIGHT NEG
             I
             I
        3.   ******************************************************************************************* (     90)  55.6 PCT
             I    NO EFFECT
             I
             I
        4.   ************************* (     24)  14.8 PCT
             I    SLIGHT POS
             I
             I
        0.   ** (      1)   0.6 PCT
   (MISSING) I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             0        10        20        30        40        50        60        70        80        90       100
             FREQUENCY

STATISTICS..

MEAN           2.826          STD ERROR      0.056          MEDIAN         2.872
MODE           3.000          STD DEV        0.712          VARIANCE       0.507
KURTOSIS      -0.045          SKEWNESS      -0.257          RANGE          3.000
MINIMUM        1.000          MAXIMUM        4.000

VALID   OBSERVATIONS -        161
MISSING OBSERVATIONS -          1
```

```
VARIABLE   VAR055     COMPAR SURF WITH SUB AND AIR

      CODE
            I
        1.  ********* (     8)   4.9 PCT
            I    STRONG NEG
            I
            I
        2.  ******************************************************************** (    67)  41.4 PCT
            I    SLIGHT NEG
            I
            I
        3.  ********************************************************************* (    68)  42.0 PCT
            I    NO EFFECT
            I
            I
        4.  **************** (    15)   9.3 PCT
            I    SLIGHT POS
            I
            I
        5.  *** (     2)   1.2 PCT
            I    STRONG POS
            I
            I
        0.  *** (     2)   1.2 PCT
 (MISSING)  I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        70        80        90       100
            FREQUENCY

STATISTICS..

MEAN             2.600                  STD ERROR        0.062                  MEDIAN           2.574

MODE             3.000                  STD DEV          0.779                  VARIANCE         0.606

KURTOSIS         0.217                  SKEWNESS         0.346                  RANGE            4.000

MINIMUM          1.000                  MAXIMUM          5.000

VALID   OBSERVATIONS -        160
MISSING OBSERVATIONS -          2
```

```
VARIABLE   VAR056     FINANCIAL SECURITY

      CODE
            I
        1.  ** (      1)   0.6 PCT
            I     STRONG NEG
            I
            I
        2.  ******* (      7)   4.3 PCT
            I     SLIGHT NEG
            I
            I
        3.  ****************** (     18)  11.1 PCT
            I     NO EFFECT
            I
            I
        4.  *********************************************************************************************** (     95)  58.6
            I     SLIGHT POS
            I
            I
        5.  ***************************************** (     41)  25.3 PCT
            I     STRONG POS
            I
            I
        0.  * (      0)   0.0 PCT
   (MISSING)I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        70        80        90       100
            FREQUENCY

STATISTICS..

MEAN             4.037               STD ERROR       0.061                    MEDIAN          4.079

MODE             4.000               STD DEV         0.771                    VARIANCE        0.595

KURTOSIS         1.621               SKEWNESS       -0.960                    RANGE           4.000

MINIMUM          1.000               MAXIMUM         5.000

VALID   OBSERVATIONS -      162
MISSING OBSERVATIONS -        0
```

```
VARIABLE   VARC57     EXEC OR CO OPPORTUN AS LCDR
      CODE
              I
        1.    ************** (      7)   4.3 PCT
              I     STRONG NEG
              I
              I
        2.    ****************************************************************************************** (     44)  27.2 PCT
              I     SLIGHT NEG
              I
              I
        3.    ****************************************************************************************** (     43)  26.5 PCT
              I     NO EFFECT
              I
              I
        4.    ********************************************************************************************** (     47)  29.0 PCT
              I     SLIGHT POS
              I
              I
        5.    ********************************** (     17)  10.5 PCT
              I     STRONG POS
              I
              I
        0.    ******** (     4)   2.5 PCT
   (MISSING)  I
              I
              I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
              0         5        10        15        20        25        30        35        40        45        50
              FREQUENCY
STATISTICS..
MEAN           3.146          STD ERROR      0.086                MEDIAN       3.151
MODE           4.000          STD DEV        1.082                VARIANCE     1.170
KURTOSIS      -0.891          SKEWNESS       0.012                RANGE        4.000
MINIMUM        1.000          MAXIMUM        5.000

VALID   OBSERVATIONS -        158
MISSING OBSERVATIONS -          4
```

```
VARIABLE   VAR058     ADVANCE NOTICE DEPLOY OR ORDERS
      CODE
           I
     1.    ** (        1)   0.6 PCT
           I     STRONG NEG
           I
           I
     2.    ****** (    5)   3.1 PCT
           I     SLIGHT NEG
           I
           I
     3.    ********************************* (      32)  19.8 PCT
           I     NO EFFECT
           I
           I
     4.    ************************************************************************************************** (      97)  59.9 PCT
           I     SLIGHT POS
           I
           I
     5.    *************************** (      26)  16.0 PCT
           I     STRONG POS
           I
           I
     0.    ** (        1)   0.6 PCT
 (MISSING) I
           I
           I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
           0        10        20        30        40        50        60        70        80        90       100
           FREQUENCY
STATISTICS..
MEAN            3.882              STD ERROR       0.057              MEDIAN          3.938
MODE            4.000              STD DEV         0.728              VARIANCE        0.530
KURTOSIS        1.298              SKEWNESS       -0.695              RANGE           4.000
MINIMUM         1.000              MAXIMUM         5.000
VALID   OBSERVATIONS -      161
MISSING OBSERVATIONS -        1
```

```
VARIABLE   VAR059     ACECUACY CF PRE-TRAINING

      CODE
           I
     1.    **** (       3)   1.9 PCT
           I     STRONG NEG
           I
           I
     2.    ****************************************** (     38)  23.5 PCT
           I     SLIGHT NEG
           I
           I
     3.    ********************************************** (     41)  25.3 PCT
           I     NC EFFECT
           I
           I
     4.    ************************************************************************* (     66)  40.7 PCT
           I     SLIGHT PCS
           I
           I
     5.    *********** (      9)   5.6 PCT
           I     STRONG POS
           I
           I
        C. ****** (      5)   3.1 PCT
 (MISSINC) I
           I
           I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
           0        10        2C        30        4C        50        60        7C        80        90       100
           FRECUENCY

STATISTICS..

MEAN            3.255          STD ERROR       C.076          MEDIAN          3.415
MODE            4.CCC          STD DEV         0.953          VARIANCE        C.SCS
KURTCSIS       -C.847          SKEWNESS       -C.260          RANGE           4.000
MINIMUM         1.000          MAXIMUM         5.000

VALID   CBSERVATICNS -       157
MISSING CESERVATICNS -         5
```

```
VARIABLE   VAR060     TENURE LCDR'S REMOVED

      CODE
              I
        1.    ********************* (     21)  13.0 PCT
              I     STRONG NEG
              I
              I
        2.    **************************************** (     40)  24.7 PCT
              I     SLIGHT NEG
              I
              I
        3.    *************************************************** (     51)  31.5 PCT
              I     NO EFFECT
              I
              I
        4.    ********************************** (     34)  21.0 PCT
              I     SLIGHT POS
              I
              I
        5.    ********* (     9)   5.6 PCT
              I     STRONG POS
              I
              I
        0.    ******* (     7)   4.3 PCT
 (MISSING)    I
              I
              I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
              0        10        20        30        40        50        60        70        80        90       100
              FREQUENCY

STATISTICS..

MEAN              2.806         STD ERROR      0.089             MEDIAN        2.824

MODE              3.000         STD DEV        1.105             VARIANCE      1.222

KURTOSIS         -0.733         SKEWNESS       0.040             RANGE         4.000

MINIMUM           1.000         MAXIMUM        5.000

VALID   OBSERVATIONS -        155
MISSING OBSERVATIONS -          7
```

```
VARIABLE   VAR061     BEER,WINE ON SHIPS

      CODE
            I
        1.  ******************** (     19)  11.7 PCT
            I    STRONG NEG
            I
            I
        2.  ****************************** (     29)  17.9 PCT
            I    SLIGHT NEG
            I
            I
        3.  **************************************************************** (     63)  38.9 PCT
            I    NO EFFECT
            I
            I
        4.  ****************************************** (     41)  25.3 PCT
            I    SLIGHT POS
            I
            I
        5.  *********** (     10)   6.2 PCT
            I    STRONG POS
            I
            I
        0.  * (      0)   0.0 PCT
 (MISSING)  I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        70        80        90       100
            FREQUENCY

STATISTICS..

MEAN              2.965                   STD ERROR       0.084                  MEDIAN           3.024

MODE              3.000                   STD DEV         1.074                  VARIANCE         1.154

KURTOSIS         -0.528                   SKEWNESS       -0.198                  RANGE            4.000

MINIMUM           1.000                   MAXIMUM         5.000

VALID   OBSERVATIONS -       162
MISSING OBSERVATIONS -         0
```

```
VARIABLE   VAR062     CCNSISTENCY,INCONSISTENCY CF SUPERICRS

      CCCE
             I
       1.    ********************* (     20)  12.3 PCT
             I     STRONG NEG
             I
             I
       2.    *********************************************************************** (     70)  43.2 PCT
             I     SLIGHT NEG
             I
             I
       3.    ************************************ (     35)  21.6 PCT
             I     NO EFFECT
             I
             I
       4.    ***************************** (     28)  17.3 PCT
             I     SLIGFT POS
             I
             I
       5.    ****** (     5)   3.1 PCT
             I     STRCNG PCS
             I
             I
       C.    ***** (     4)   2.5 PCT
  (MISSING)  I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             C        1C        20        30        40        50        60        70        80        9C       100
             FREQUENCY

STATISTICS..

MEAN            2.544          STD ERROR      0.082               MEDIAN       2.343

MCDE            2.000          STD DEV        1.026               VARIANCE     1.052

KURTCSIS       -0.516          SKEWNESS       0.466               RANGE        4.00C

MINIMUM         1.CCC          MAXIMUM        5.000

VALID   CBSERVATICNS -        158
MISSING CBSERVATICNS -          4
```

```
VARIABLE   VAR063     ACCEL PROM CEILING LESS 5 PERCENT

      CODE
           I
       1.  **************** (     15)   9.3 PCT
           I     STRONG NEG
           I
           I
       2.  ****************************************************** (     53)  32.7 PCT
           I     SLIGHT NEG
           I
           I
       3.  ************************************************************************ (     71)  43.8 PCT
           I     NO EFFECT
           I
           I
       4.  ****************** (     17)  10.5 PCT
           I     SLIGHT POS
           I
           I
       5.  *** (      2)   1.2 PCT
           I     STRONG POS
           I
           I
       0.  ***** (      4)   2.5 PCT
  (MISSING)  I
           I
           I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
           0        10        20        30        40        50        60        70        80        90       100
           FREQUENCY

STATISTICS..

MEAN            2.608          STD ERROR        0.068            MEDIAN          2.655

MODE            3.000          STD DEV          0.851            VARIANCE        0.724

KURTOSIS       -0.083          SKEWNESS         0.035            RANGE           4.000

MINIMUM         1.000          MAXIMUM          5.000

VALID   OBSERVATIONS -       158
MISSING OBSERVATIONS -         4
```

```
VARIABLE   VAR064     CC RATED BY SUBORDINATES

      CODE
             I
        1.   ********************************* (     33)  20.4 PCT
             I     STRONG NEG
             I
             I
        2.   ***************************** (     29)  17.9 PCT
             I     SLIGHT NEG
             I
             I
        3.   ************************************************************* (     61)  37.7 PCT
             I     NO EFFECT
             I
             I
        4.   ******************************** (     32)  19.8 PCT
             I     SLIGHT POS
             I
             I
        5.   ******* (      6)   3.7 PCT
             I     STRONG POS
             I
             I
        0.   ** (      1)   0.6 PCT
  (MISSING)  I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             0        10        20        30        40        50        60        70        80        90       100
             FREQUENCY

STATISTICS..

MEAN              2.683          STD ERROR        0.088               MEDIAN           2.803

MODE              3.000          STD DEV          1.120               VARIANCE         1.255

KURTOSIS         -0.841          SKEWNESS        -0.076               RANGE            4.000

MINIMUM           1.000          MAXIMUM          5.000

VALID   OBSERVATIONS -       161
MISSING OBSERVATIONS -         1
```

```
VARIABLE   VAR065     SLRFACE WARFARE DESIGNATOR

      CCCE
                I
         1.     ****** (       5)   3.1 PCT
                I    STRONG NEG
                I
                I
         2.     ********* (      8)   4.9 PCT
                I    SLIGHT NEG
                I
                I
         3.     *************************************************** (      50)  30.9 PCT
                I    NC EFFECT
                I
                I
         4.     *********************************************************************** (      70)  43.2 PCT
                I    SLIGHT PCS
                I
                I
         5.     **************************** (      27)  16.7 PCT
                I    STRCNG PCS
                I
                I
         0.     *** (      2)   1.2 PCT
   (MISSING)    I
                I
                I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
                0        10        20        30        40        50        60        70        80        90       100
                FREQLENCY

STATISTICS..

MEAN            3.662          STC ERROR      0.073          MEDIAN        3.743

MCCE            4.000          STD DEV        C.924          VARIANCE      0.854

KLRTCSIS        0.552          SKEWNESS      -C.627          RANGE         4.000

MINIMUM         1.00C          MAXIMUM        5.000

VALID   CBSERVATICNS -       160
MISSING CBSERVATICNS -         2
```

```
VARIABLE   VAR066     THREE YEAR RCTAT ION

      CCCE
              I
        2.    ******************************* (     30)  18.5 PCT
              I     SLIGHT NEG
              I
              I
        3.    ************************************************* (     48)  29.6 PCT
              I     NC EFFECT
              I
              I
        4.    *********************************************************************** (     70)  43.2 PCT
              I     SLIGHT PCS
              I
              I
        5.    ************ (     11)   6.8 PCT
              I     STRCNG PCS
              I
              I
        C.    **** (      3)   1.9 PCT
   (MISSING)  I
              I
              I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
              C        1C        2C        30        4C        50        60        70        80        9C       100
              FRECUENCY

STATISTICS..

MEAN              3.390             STD ERROR       C.C69             MEDIAN          3.521

MCDE              4.000             STD DEV         0.871             VARIANCE        0.758

KURTCSIS         -C.822             SKEWNESS       -0.208             RANGE           3.000

MINIMUM           2.000             MAXIMUM         5.000

VALID   CBSERVATICNS -        159
MISSING CBSERVATIONS -          3
```

```
VARIABLE   VAR067     OPPORTUN SELECT TO LCDR

      CODE
            I
        1.  ************* (    12)  7.4 PCT
            I    STRONG NEG
            I
            I
        2.  ************************************************************************ (    71)  43.8 PCT
            I    SLIGHT NEG
            I
            I
        3.  ********************************** (    33)  20.4 PCT
            I    NO EFFECT
            I
            I
        4.  ************************************* (    36)  22.2 PCT
            I    SLIGHT POS
            I
            I
        5.  ********** (    9)   5.6 PCT
            I    STRONG POS
            I
            I
        0.  ** (    1)   0.6 PCT
 (MISSING)  I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        70        80        90       100
            FREQUENCY

STATISTICS..

MEAN             2.745                STD ERROR        0.084                  MEDIAN          2.465

MODE             2.000                STD DEV          1.062                  VARIANCE        1.128

KURTOSIS        -0.752                SKEWNESS         0.427                  RANGE           4.000

MINIMUM          1.000                MAXIMUM          5.000

VALID   OBSERVATIONS -       161
MISSING OBSERVATIONS -         1
```

```
VARIABLE   VAR068     CPPORTUN OVERSEA DUTY
      CODE
            I
        1.  *** (        2)   1.2 PCT
            I     STRONG NEG
            I
            I
        2.  ********** (       9)   5.6 PCT
            I     SLIGHT NEG
            I
            I
        3.  ************************************************* (     48)  29.6 PCT
            I     NC EFFECT
            I
            I
        4.  ********************************************************************** (     69)  42.6 PCT
            I     SLIGHT PCS
            I
            I
        5.  ***************************** (     28)  17.3 PCT
            I     STRCNG PCS
            I
            I
        C.  ******* (       6)   3.7 PCT
   (MISSING)  I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            C        1C        2C        30        4C        50        60        70        80        9C       100
            FREQUENCY

STATISTICS..

MEAN            3.718          STD ERROR      0.070              MEDIAN        3.775
MCDE            4.000          STD DEV        0.871              VARIANCE      C.759
KURTOSIS        C.118          SKEWNESS      -0.421              RANGE         4.000
MINIMUM         1.000          MAXIMUM        5.C00

VALID   CBSERVATICNS -      156
MISSING CBSERVATICNS -        6
```

```
VARIABLE   VAR065     FOUR YEARS ONE CONUS AREA
      CODE
            I
        1.  *** (      2)   1.2 PCT
            I     STRONG NEG
            I
            I
        2.  ************ (     11)   6.8 PCT
            I     SLIGHT NEG
            I
            I
        3.  ************************************ (     35)  21.6 PCT
            I     NO EFFECT
            I
            I
        4.  ****************************************************************************** (     77)  47.5 PCT
            I     SLIGHT POS
            I
            I
        5.  ************************************** (     37)  22.8 PCT
            I     STRONG POS
            I
            I
        0.  * (      0)   0.0 PCT
  (MISSING) I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        70        80        90       100
            FREQUENCY
STATISTICS..
MEAN              3.840             STD ERROR        0.071                  MEDIAN           3.929
MODE              4.000             STD DEV          0.898                  VARIANCE         0.806
KURTOSIS          0.273             SKEWNESS        -0.661                  RANGE            4.000
MINIMUM           1.000             MAXIMUM          5.000
VALID   OBSERVATIONS -        162
MISSING OBSERVATIONS -          0
```

```
VARIABLE   VAR070     BOARD APPROVAL OF OCD'S

      CODE
            I
        1.  ******************** (    20)  12.3 PCT
            I     STRONG NEG
            I
            I
        2.  **************************************** (    40)  24.7 PCT
            I     SLIGHT NEG
            I
            I
        3.  ********************************************************* (    57)  35.2 PCT
            I     NO EFFECT
            I
            I
        4.  ****************************************** (    42)  25.9 PCT
            I     SLIGHT POS
            I
            I
        5.  *** (     2)   1.2 PCT
            I     STRONG POS
            I
            I
        0.  ** (     1)   0.6 PCT
 (MISSING)  I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        70        80        90       100
            FREQUENCY

STATISTICS..

MEAN           2.789            STD ERROR      0.080            MEDIAN         2.860
MODE           3.000            STD DEV        1.009            VARIANCE       1.018
KURTOSIS      -0.822            SKEWNESS      -0.228            RANGE          4.000
MINIMUM        1.000            MAXIMUM        5.000

VALID   OBSERVATIONS -       161
MISSING OBSERVATIONS -         1
```

```
VARIABLE   VAR071     NAVY QUARTERS AVAILABILITY
      CODE
             I
        1.   **************** (     8)   4.9 PCT
             I     STRONG NEG
             I
             I
        2.   ********************************************** (     23)  14.2 PCT
             I     SLIGHT NEG
             I
             I
        3.   **************************************************************************************************** (     50)  30.9 PCT
             I     NC EFFECT
             I
             I
        4.   ************************************************************************************************ (     48)  29.6 PCT
             I     SLIGHT PCS
             I
             I
        5.   **************************************************************** (     32)  19.8 PCT
             I     STRONG POS
             I
             I
        C.   *** (     1)   0.6 PCT
  (MISSING)  I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             0         5         1C        15        2C        25        30        35        40        45        50
             FRECUENCY

STATISTICS..

MEAN           3.453          STD ERROR       C.088          MEDIAN         3.490
MODE           3.000          STD DEV         1.112          VARIANCE       1.237
KURTCSIS      -0.608          SKEWNESS       -0.306          RANGE          4.000
MINIMUM        1.000          MAXIMUM         5.000

VALID   CBSERVATICNS -        161
MISSING CBSERVATICNS -          1
```

```
VARIABLE   VAR072     LINEAL LIST ADJUSTMENT
      CODE
             I
        1.   ****** (     5)   3.1 PCT
             I     STRONG NEG
             I
             I
        2.   ************* (     12)   7.4 PCT
             I     SLIGHT NEG
             I
             I
        3.   ********************************************* (     44)  27.2 PCT
             I     NO EFFECT
             I
             I
        4.   ************************************************************************* (     72)  44.4 PCT
             I     SLIGHT POS
             I
             I
        5.   ****************************** (     29)  17.9 PCT
             I     STRONG POS
             I
             I
        0.   * (      0)    0.0 PCT
  (MISSING)  I
             I
             I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
             0        10        20        30        40        50        60        70        80        90       100
             FREQUENCY
STATISTICS..
MEAN              3.667          STD ERROR       0.075              MEDIAN         3.778
MODE              4.000          STD DEV         0.959              VARIANCE       0.919
KURTOSIS          0.364          SKEWNESS       -0.650              RANGE          4.000
MINIMUM           1.000          MAXIMUM         5.000
VALID   OBSERVATIONS -       162
MISSING OBSERVATIONS -         0
```

```
VARIABLE   VAR073     NEW RETIREMENT PROPOSALS
      CODE
            I
        1.  ************************************************** (     49)  30.2 PCT
            I     STRONG NEG
            I
            I
        2.  ***************************************************** (     52)  32.1 PCT
            I     SLIGHT NEG
            I
            I
        3.  ****************************** (     29)  17.9 PCT
            I     NO EFFECT
            I
            I
        4.  ******************* (     18)  11.1 PCT
            I     SLIGHT POS
            I
            I
        5.  ***** (     4)   2.5 PCT
            I     STRONG POS
            I
            I
        0.  *********** (     10)   6.2 PCT
 (MISSING)  I
            I
            I.........I.........I.........I.........I.........I.........I.........I.........I.........I.........I
            0        10        20        30        40        50        60        70        80        90       100
            FREQUENCY
STATISTICS..
MEAN             2.184                  STD ERROR       0.089                  MEDIAN           2.019
MODE             2.000                  STD DEV         1.094                  VARIANCE         1.198
KURTOSIS        -0.414                  SKEWNESS        0.665                  RANGE            4.000
MINIMUM          1.000                  MAXIMUM         5.000
VALID   OBSERVATIONS -       152
MISSING OBSERVATIONS -        10
```

APPENDIX D

COMMENTS ON QUESTION 53: THE NEW RETIREMENT PROPOSAL'S EFFECT ON RETENTION

Whatever changes are made should not apply to persons now on active duty.

New plan grossly unfair!

As long as only moderate, a very subjective word, changes are made in benefits it will have no personal affect on my career plans. Suggest as an alternative, a funded retirement plan similar to type industries use, thereby requiring less annual government input and providing more benefits.

Pay retirement benefits to "retired" people with minimum of 20 years--the short timer already gets enough.

Oppose retroactive clause of new Social Security law. Fear retirement will not be adequate for necessary living expenditures; forcing a retiree to seek a new career after serving 20 plus years in military service.

New retirement proposal will lower retention significantly.

Many people die before they get a chance to reap any of the benefits of this program.

(1) Proposal would result in serious upheaval from within.
(2) The only purpose is to save government money at the expense of those who supported the country during rougher times.
(3) There would be no room for advancement for the tremendous 0-6 community that would form. To make it work, the flag ranks would have to open wide. If not, a large pool of deadwood in the 0-6 group could develop, killing time to get to the 25-30 year mark.
(4) The largest single inducement to a military career is retirement benefits with pay at 20 years. Take that away and recruiting will become a joke.

Grossly unfair to change system for those whose decision to stay in was made at least in part because of the present system.

Would consider resigning if retirement plan approved.

New plan forces a lot of commanders and captains to stay in the Navy (30 years) who would otherwise get out and create openings for promotions.

Recognize the need for a revised retirement. In favor of the payment to those getting out with 10-20 years service. Oppose the obvious "payoff" to the senior officers in order to gain their support; the automatic deduction from retirement pay equivalent to a percentage of social security benefits at age 65 whether or not social security is chosen to be collected at that time. DOD presentation was misleading stating that no one will get less than he would under the old program which is untrue.

If proposal becomes law, would leave the service for the first decent civilian job offered. Without retirement benefit there is no incentive for anyone with an education to remain. Navy will become infested with losers.

One of the career promotion "gimmicks" is to inform an officer that if he were receiving the amount of pay equivalent to what his retirement is worth, he would be receiving almost twice what he presently gets. But, what they fail to say is that this money doesn't exist, except in future taxes. Suggest a retirement plan similar to a large corporation's policy with one exception: rather than transferring retirement benefits (if one should change jobs) military should be entitled to amount of benefits in trust on leaving active duty regardless of number of years in service.

New retirement plan appears good from the aspect of encouraging some of the "rotten apples" to get out earlier than 20.

Integration of social security benefits and retirement pay portend a contributory retirement system. Against retroactive implementation of the new retirement proposal because it contradicts our legal traditions and constitutional provisions barring ex post facto laws.

New plan will result in fewer personnel remaining for 20 (10 will be maximim).

Object to new plan affecting those already in service. A more fair deal would be to apply new plans to those entering service after or when its enactment occurs. This proposal would result in a boost in morale of active duty officers.

If retirement pay is raised for 25-30 year periods, then all officers should be allowed to remain in service for that length of time if their performance is good regardless

of rank. The present proposal discriminates against commander and below since only captains and admirals can remain for 30.

Will result in loss of officers due to "void promises" and Congress's own inconsistency.

Appears illegal (ex post facto).

Keep present retirement plan.

Retirement reductions at the expense of the retiree are unfair.

Plan will definitely not be an incentive to an all-volunteer force, particularly to career-oriented persons.

You can't sell all the tickets to the theater, and after everyone is seated, change the movie!

APPENDIX E

RESPONSES OF OFFICERS TO THE QUESTION: "IF THERE WERE ONE CHANGE THAT YOU COULD MAKE IN THE SURFACE NAVY THAT WOULD CAUSE YOU TO INCREASE THE LENGTH OF TIME THAT YOU INTEND TO REMAIN IN THE NAVY, WHAT WOULD THAT CHANGE BE?"

NAVY STANDARDS

Professionalize--allow for career within a specialty (Operations, WEPS, NAV., etc); do not force generalization; do not force requirements and patterns. (6 Responses)

Get rid of non-performing officers and enlisted from admirals down. (3 Responses)

A higher degree of professional expertise in officers and rate expertise in enlisteds. (2 Responses)

Recruit only quality officers and enlisteds. (2 Responses)

Abolish the "career trail" and ticket-punching. (2 Responses)

Get recruiters to sign up only good men and throw out the quota system.

In a zero draft environment, the Navy should have to accept only those with a high degree of motivation for a Naval career.

Have a squadron review board to recommend whether an officer or enlisted man is fit to be retained and replace enlisted performance records.

Remove tenure for all below admiral.

Improve leadership standards; emphasize leadership by example.

Improve petty officer's authority.

Remove permissiveness.

Increase the degree of responsibility to the highest degree possible for enlisted and officers alike.

Promote teamwork not competitiveness between ships. Present evaluation system breaks down group efforts.

Have all inspections unannounced.

More selectivity as to who goes Surface; we don't want leftover Air/Subs.

Eliminate "ticket-punchers" in CO/XO/department head ranks.

Have a realistic workload per surface unit. Remove "can do masochism" of a naval service of undermanned ships of poor material condition.

SHIPS AND EQUIPMENT

Build more and better ships that the Surface Navy needs. (15 Responses)

Improve present reliability, maintainability of ships and equipment. (7 Responses)

Make every system modern on new ships, not just weapons systems, for example.

Set up better maintenance programs.

Make INSURV inspections mean something and provide money to make necessary repairs.

Build more destroyers.

Better material support for the ships, not just in dollars, but mostly in staffs that really understand the problems.

Stop the wholesale purge of equipment before we cut out our Navy.

TOURS AND DEPLOYMENT

Remain in an area for as long as one desires. (3 Responses)

Reduce personnel turnover on ships. (3 Responses)

More sea tours in a career. (3 Responses)

Establish strict period between overhauls and have few personnel changes in between. (2 Responses)

Better choice of duty station. (2 Responses)

More stability in deployment schedules.

Remain in same home port for five or six years.

A more thorough knowledge of billets available with greater ability to select future billets.

Opportunity to fill more sea billets in first 3-5 years; for example, switch departments on same ship after 18 months.

Minimum sea tour for anyone should be two years with no ship change.

Move to a more responsible job as soon as present one is learned.

Allow at least one J.O. tour (2 years) outside his ship type or even outside the surface community.

Establish definite tour lengths at sea and ashore.

Establish Blue and Gold crews.

Better opportunity for IGEPS to use their education on shore facilities as ensigns and lieutenants junior grade.

The opportunity to choose tours at sea for someone who likes going to sea, but doesn't necessarily want to command.

COMMAND AT SEA

Increase the opportunity for command at sea and XO at all levels. (5 Responses)

Better qualified C.O.'s. Looking good on paper and knowing the"right people" is not enough. Leadership most important. (4 Responses)

Better qualified C.O.'s. Identify people early who enjoy sea duty - not just ticket-punchers - limit CO/XO to that group.

Commanding officer tours are too short. No long-term solutions reached in one year.

C.O.'s pressured by too many administrative problems.

Increase opportunity for lieutenant command.

Set up board to evaluate C.O. after one year to determine suitability.

Increase authority of C.O.'s to "hire/fire enlisted and officers.

Use only "operators" as C.O.'s, not bureaucratic desk jockeys.

Enhance command opportunity through blue/gold concept as an SSBN.

PROMOTION AND FITNESS REPORTS

The uncertainty and everchanging standards of selection boards. (2 Responses)

Promotion based on performance in lieu of present heavy weight on length of service. (2 Responses)

Remove all ceilings on accelerated promotions. (2 Responses)

Make the fitness report more objective; standardize comprehensive form with less emphasis on CO ability to write. (2 Responses)

Have only early promotion of one year coupled with commander /captain "up or out" legislation to stabilize promotion opportunity.

Good projection of promotion opportunity and command opportunity.

Consistency in the rank structure.

Increasing promotion opportunity by forcing out deadwood lieutenant commanders and above.

Have "up or out" legislation and, if passed over once, -out!

Include in fitness report a section on the officers'effect on retention.

More flexibility in career patterns to lieutenant commander level. Performance should outweight "box checking".

More emphasis on overall performance of an officer and less on relative rating with his peers which includes a personality judgment factor.

Square away fitness report system. It provides no basis for relative comparison of abilities or capabilities of officers of comparable rank.

COMPENSATION

More total pay and allowances appropriate to tasks and personal inconvenience involved. (5 Responses)

BAQ for bachelors afloat. (3 Responses)

Sea pay. (2 Responses)

Increase BAQ. (2 Responses)

A more equitable pay system compared with aviation and submarines.

TRAINING

More training for junior officers prior to reporting on board. (3 Responses)

More training in warfare specialty, in: Ops, Eng., Weps, etc.

Make training more realistic, not just simulations. Have surprise exercises.

Have prior training comparable to sub/flight training for all destroyer personnel.

Better utilization of trained personnel to get a fair shake on hardware instead of paying "through the nose" for a design that doesn't work.

Set up more training ashore and fewer local ops which interfere with ship maintenance.

More emphasis on professional training for officers and enlisted.

More realistic and timely training schedules at sea.

Train all personnel before reporting aboard ships and man the ships to full allowance.

IMAGE

Increase quality of surface community to compare favorably with sub/air with stricter qualifications for surface designator coupled with increased concern for surface material condition.

Become the number one Navy again!

Take the Surface Navy out of the stepchild category.

Quit trying to compare the Surface Navy with civilians, aviators and submariners.

Make a strong effort to acquaint the general public with the Navy. I feel that the weakest link in the Navy today

is the failure to retain enlisted men and women who get out due to social or peer group pressure.

Receiving as great amount of respect as and equal promotion competition with submariners and aviators.

Recognition by insignia and pay that the Surface Navy is in fact an important part of the Navy and of United States policy.

Having to earn through diligent effort a surface warfare designator with accompanying insignia and specialization in weapons, engineering or operations.

The officer corps has become divided from the society it "protects".

Treat the Surface Navy Personnel as well as supply, aviation, etc. Every group looks out for their own except the Surface Navy.

ADMINISTRATIVE

Decrease paper work; let action and performance speak. (4 Responses)

Do away with bureaucratic methods.

Further decrease collateral duties.

Restructure staffs to do paper work that they require of shipboard personnel.

Shift administrative functions ashore especially for small ships.

Improve flow of communication and understanding between major staffs and ships.

Establish realistic working hours removing unnecessary meeting and bull sessions.

HOME AND FAMILY

Minimize family separation. (4 Responses)

Improve dependent medical care, commissaries and navy housing or do away with them.

Change maximum separation to four-month deployment for 12-month period.

Increase overseas homeporting accompanied by dependents.

More family orientation by the Surface Navy.

SUPERIORS AND BUPERS

Would like to get candid answers from detailers. (2 Responses)

More consistency among senior officers directives; more accurate and to-the-point goal definition.

To get straight honest answers from superiors, especially captain and above.

Increased personal consideration in issuance of BUPERS orders.

MISCELLANEOUS

Reverse the decision to move the fleet out of Newport.

Better living conditions for bachelors on board ship.

APPENDIX F

RESPONSES OF OFFICERS TO THE QUESTION, "WHAT IS THE MOST ATTRACTIVE ASPECT OF THE SURFACE NAVY?"

RESPONSIBILITY AND CHALLENGE

Early assumption of responsibility and leadership. (10 Responses)

Professional challenge and responsibility of a difficult job. (9 Responses)

Opportunity for increasing responsibility. (5 Responses)

Challenge of various positions available aboard ship. (5 Responses)

Managerial responsibility for modern weapons and data systems. (3 Responses)

Responsibility and feeling of accomplishment. (2 Responses)

Being a "jack-of-all-trades" as a surface officer.

The satisfaction of knowing you are an expert at your highly complex job.

Afloat tours in responsible positions on good ships.

Challenge of being an effective leader in a more humanistic Navy.

Simply doing a job I like.

GOING TO SEA AND OPERATIONS

Going to sea as part of the Surface Navy. (11 Responses)

Meaningful at sea operations. (2 Responses)

No monotony at sea due to varied surface operations. (2 Responses)

Going to sea is a demanding environment that requires real professionalism.

The ocean at 20 knots at 0200.

Hard work followed by hard play.

Fresh air and salt spray on the fo'c's'le.

The sea and ships.

The thrill of being on the open sea.

The opportunity to be at sea and visit many ports.

Mobility and versatility.

Sea duty and associated responsibilities.

Deployment with emphasis on multi-navy interaction.

Life on destroyers in formation.

Simplicity of life at sea.

Going to sea and breathing clean air.

As much as I dislike being away from my family, there's something about ships and the sea.

The introduction to the old "Victory at Sea" television show with music and waves crashing.

COMMAND AT SEA

Looking forward to some day having command at sea. (20 Responses)

Command opportunity for young officers, lieutenant and above. (2 Responses)

Command in the Surface Navy, not above or below it.

Command at sea awarded on performance at sea in a variety of billets.

Command and interactive leadership opportunities.

Knowing that to receive command at sea is a considerable accomplishment.

Responsibility, challenges, and opportunity for command at sea of a ship.

SHIPS AND PEOPLE

Maneuvering ships at sea. (8 Responses)

Working with people on ships. (3 Responses)

Opportunity to manage a group of men into an effective fighting unit.

Working with other professionals on a demanding job.

Destroyers at sea.

The esprit de corps of a well run ship from the CO down.

The few good skippers I worked for and the many good men who worked for me.

Modern well-built ships (the few there are).

Variety, capabilities, and assignments of destroyers at sea.

TRAVEL

The opportunity to travel and visit new places.
(15 Responses)

Travel and adventure.

The "romance" of sailing a United States Man-of-War into a foreign port and showing the flag.

Seeing the world as a member of a small congenial group on a destroyer.

ASSIGNMENTS

The opportunity for a wide range of duty stations and assignments during your career. (4 Responses)

The change of jobs after about a two-year period.
(2 Responses)

Variety of experience in a changing environment.

Knowing that after spending a certain amount of time aboard ship, you can get shore duty.

MISCELLANEOUS

The opportunity for career development and continuous professional growth. (2 Responses)

Subspecialty aspect of OTMS.

Educational opportunities.

The challenge to bring the Surface Navy back to the position it once held.

No single attraction, it's just the Navy that appeals to me.

Job security.

Job enjoyment and retirement benefits.

You don't have to fly or serve in submarines.

More personal freedom in Surface Navy than other groups.

APPENDIX G

FACTOR ANALYSIS

CORRELATION COEFFICIENTS..

	VAR021	VAR022	VAR023	VAR024	VAR025	VAR026	VAR027	VAR028	VAR029	VAR030
VAR021	1.00000	-0.01731	0.05269	-0.01954	0.11312	0.17287	0.01503	0.16347	0.06381	0.03046
VAR022	-0.01731	1.00000	0.04811	0.02743	0.26129	0.11238	0.07898	0.19742	0.20802	0.23387
VAR023	0.05269	0.04811	1.00000	0.11412	0.14289	0.32133	0.07779	0.09165	0.03223	-0.01350
VAR024	-0.01954	0.02743	0.11412	1.00000	0.05486	0.08869	0.15872	0.06552	0.01968	0.01163
VAR025	0.11312	0.26129	0.14289	0.05486	1.00000	0.31853	0.03993	0.32451	0.06256	0.05390
VAR026	0.17287	0.11238	0.32133	0.08869	0.31853	1.00000	0.08910	0.17803	-0.01784	0.15952
VAR027	0.01503	0.07898	0.07779	0.15872	0.03993	0.08910	1.00000	0.05055	0.03279	0.11882
VAR028	0.16347	0.19742	0.09165	0.06552	0.32451	0.17803	0.05055	1.00000	0.22364	0.17103
VAR029	0.06381	0.20802	0.03223	0.01968	0.06256	-0.01784	0.03279	0.22364	1.00000	0.32408
VAR030	0.03046	0.23387	-0.01350	0.01163	0.05390	0.15952	0.11882	0.17103	0.32408	1.00000
VAR031	0.42130	0.11885	0.03050	-0.02622	0.13540	0.32778	-0.04551	0.13747	0.08661	0.20217
VAR032	0.20261	0.01420	-0.01473	-0.03447	0.00210	-0.01782	0.14641	0.06761	-0.07740	-0.00551
VAR033	0.16028	-0.10222	0.11207	0.04348	-0.05073	0.12092	-0.01292	-0.05589	-0.13750	0.07939
VAR034	0.06412	0.09792	-0.05811	0.07819	0.05797	0.03485	0.08227	-0.07030	0.05846	0.02893
VAR035	0.10706	-0.13897	0.12283	0.16052	0.08977	0.17619	-0.07733	0.04830	-0.20424	-0.05726
VAR036	-0.02011	-0.28577	0.17405	0.02605	-0.11405	-0.04393	-0.03702	-0.09299	-0.09143	-0.09537
VAR037	0.15551	-0.11356	-0.00994	0.07103	0.01244	0.17966	0.11573	0.05782	-0.09403	0.16158
VAR038	0.26679	0.00033	-0.07605	-0.13162	0.08481	0.07808	-0.06464	-0.08229	-0.16778	-0.00063
VAR039	-0.15070	-0.09728	0.09838	0.16175	-0.01577	0.02838	0.00348	-0.09252	0.06003	-0.08806
VAR040	0.08439	0.10476	0.05938	0.06058	0.24834	0.21742	0.09087	0.65463	0.03464	0.03828
VAR041	0.03477	0.10791	0.08609	0.14569	0.04813	-0.01459	0.44154	-0.01563	0.04513	0.02782
VAR042	0.09516	-0.18076	0.04504	0.11038	-0.25781	0.05140	0.10756	-0.08366	0.21083	0.10461
VAR043	0.05157	0.02177	0.05782	0.07561	-0.00644	0.03805	0.12924	0.19950	0.16606	0.13459
VAR044	0.01038	-0.02649	-0.06507	0.05490	-0.01474	-0.07945	-0.09420	-0.06317	-0.05984	-0.03287
VAR045	-0.00735	0.19227	-0.22944	0.24395	0.09205	-0.06237	-0.02180	0.05489	0.06226	0.11742
VAR046	-0.05874	0.07472	-0.14915	0.00517	-0.06435	0.01106	0.09266	-0.10093	0.09260	0.27289
VAR047	0.12030	0.10397	0.08886	-0.01080	0.27808	0.17186	-0.04058	0.23428	-0.00298	0.12481
VAR048	0.06583	-0.02333	-0.04501	-0.09560	0.06317	0.07182	-0.17332	0.02390	0.07108	0.17546
VAR049	0.00502	-0.09095	-0.04421	0.20993	0.09315	0.00567	0.00981	-0.05717	-0.02956	-0.01008
VAR050	-0.05174	-0.08268	-0.04205	-0.01970	0.16132	0.25882	0.06135	0.15978	-0.04056	0.07265
VAR051	0.11727	-0.12103	0.11405	0.05515	-0.18194	-0.00217	0.09714	-0.23514	-0.00521	-0.12126
VAR052	-0.10953	-0.09081	0.15895	0.23599	-0.07911	0.01064	0.03155	-0.10005	-0.17105	-0.19364
VAR053	-0.01070	-0.11333	0.05750	-0.03049	0.04516	-0.07149	0.12972	-0.11041	-0.00301	-0.07401
VAR054	-0.00451	-0.09398	-0.00965	0.14043	0.04542	0.09600	0.04498	-0.02076	-0.16127	-0.08069
VAR055	-0.04453	-0.03287	0.06544	-0.07925	0.06097	0.04106	-0.04882	-0.11510	-0.01652	-0.04836
VAR056	0.02224	0.18362	0.17950	0.01770	0.14825	0.30180	-0.03684	0.16436	-0.04269	0.01353
VAR057	0.04433	-0.06065	0.05806	-0.14980	-0.04494	0.19928	-0.08988	-0.04169	0.03090	0.06956
VAR058	-0.00871	0.11373	0.05719	0.01014	0.01240	0.22910	0.13725	0.10088	-0.01433	0.15598
VAR059	0.18899	0.02180	0.17157	-0.17444	-0.18546	-0.02225	-0.07912	-0.15069	-0.00513	-0.06390
VAR060	0.12953	-0.00423	-0.12992	-0.04554	0.03456	0.00416	0.05733	-0.05274	-0.12800	-0.06737
VAR061	-0.03101	0.08722	0.02299	-0.00647	-0.06164	-0.04675	0.00113	0.10346	0.03627	0.07770
VAR062	0.08124	-0.12590	-0.00821	0.09538	-0.15055	-0.02045	-0.03947	-0.01594	0.02061	0.00959
VAR063	0.02529	-0.09066	0.18196	0.09247	0.04103	-0.02202	-0.01900	0.04804	0.10977	-0.26548
VAR064	0.02053	0.09409	-0.04784	0.02162	0.02621	0.03523	0.11011	-0.01800	0.06548	0.07160
VAR065	-0.00132	0.05118	-0.04257	0.05307	0.03991	0.07387	0.13711	-0.06134	0.00686	0.14826
VAR066	0.01085	0.05362	0.00179	0.02739	-0.03006	0.01388	0.05033	-0.05305	0.05878	0.10074
VAR067	0.14604	-0.10366	0.20694	0.01898	-0.00181	0.20801	0.12401	-0.10985	0.10485	0.08560
VAR068	0.03080	0.12436	-0.01625	0.09024	0.03227	0.07844	0.10082	0.10019	-0.14962	0.17021
VAR069	0.01718	0.25830	-0.07041	-0.06587	0.04292	0.00135	0.07249	0.09475	0.00259	0.10302
VAR070	0.02193	0.00168	-0.00366	0.03749	0.00190	-0.01832	0.19229	-0.06361	0.02407	-0.13550
VAR071	0.02278	0.00445	-0.01005	-0.17750	-0.06620	0.09059	0.00194	-0.08483	-0.01894	0.04031
VAR072	0.00749	0.18152	-0.11590	-0.02330	-0.11235	0.05370	0.04540	-0.07737	0.05312	0.17629
VAR073	0.04358	-0.10139	0.22385	0.11161	-0.02610	0.03234	0.04001	-0.08844	0.04715	0.08050

	VAR031	VAR032	VAR033	VAR034	VAR035	VAR036	VAR037	VAR038	VAR039	VAR040
VAR021	0.42130	0.20261	0.16028	0.06412	0.10706	-0.02011	0.15551	0.26679	-0.15670	0.08439
VAR022	0.11885	0.01420	-0.10222	0.09792	-0.13897	-0.28577	-0.11356	0.00033	-0.09728	0.10476
VAR023	0.03050	-0.01473	0.11207	-0.05611	0.12283	0.17465	-0.00994	-0.07605	0.09838	0.05938
VAR024	-0.02822	-0.03447	0.04848	0.07819	0.16052	0.02665	0.07103	-0.13162	0.16175	0.06858
VAR025	0.13540	0.00210	-0.05073	0.05797	0.08577	-0.11405	0.01244	0.08461	-0.01577	0.24834
VAR026	0.32778	-0.01782	0.12092	0.03465	0.17619	-0.04393	0.17966	0.07808	0.02838	0.21742
VAR027	-0.04551	0.14641	-0.01292	0.08227	-0.07733	-0.03702	0.11578	-0.06464	0.00348	0.09087
VAR028	0.13747	0.06761	-0.05589	-0.07030	0.04830	-0.09299	0.05782	-0.08229	-0.09252	0.05463
VAR029	0.08661	-0.07740	-0.13750	0.05846	-0.20424	-0.09143	-0.09463	-0.16778	0.06003	0.03464
VAR030	0.20217	-0.00551	0.07939	0.02893	-0.05726	-0.09537	0.16158	-0.00063	-0.08866	0.03828
VAR031	1.00000	0.23975	0.06992	0.06058	0.08363	0.08677	0.20572	0.22985	-0.08675	0.07783
VAR032	0.23975	1.00000	0.09363	-0.01402	0.19069	0.07519	0.10979	0.27502	-0.03279	0.07087
VAR033	0.06992	0.09363	1.00000	0.09950	0.22180	0.02568	0.06967	0.15159	-0.09135	0.05272
VAR034	0.06058	-0.01402	0.09950	1.00000	0.01911	-0.18113	0.10034	0.05607	-0.02244	0.01080
VAR035	0.08363	0.19069	0.22180	0.01911	1.00000	0.16175	0.05216	0.17725	0.01906	0.15184
VAR036	0.08677	0.07519	0.02568	-0.18113	0.16175	1.00000	-0.06302	0.04904	0.28411	-0.04090
VAR037	0.20572	0.10979	0.06967	0.10034	0.05216	-0.06302	1.00000	0.16006	0.02960	0.06738
VAR038	0.22985	0.27502	0.15159	0.05607	0.17725	0.04904	0.16006	1.00000	0.02179	0.00834
VAR039	-0.08675	-0.03279	-0.09135	-0.02244	0.01906	0.28411	0.02960	0.02179	1.00000	-0.02882
VAR040	0.07783	0.07087	0.05272	0.01080	0.15184	-0.04090	0.06738	0.00834	-0.02882	1.00000
VAR041	-0.02536	0.13409	-0.05456	0.04611	-0.04656	0.01065	0.04564	-0.08806	0.11355	0.05279
VAR042	0.00792	0.02578	-0.01622	-0.08277	-0.00795	0.22505	0.08443	0.01274	0.17201	-0.15983
VAR043	0.02178	-0.00358	-0.03455	-0.04360	0.09866	0.07042	-0.04386	-0.10248	0.04564	0.21058
VAR044	0.08156	0.14257	0.10829	-0.03962	-0.05283	0.24103	0.02921	0.18083	0.15657	0.02713
VAR045	0.10203	-0.03326	-0.10857	0.09927	-0.04588	-0.15495	-0.00026	0.05061	-0.06995	0.03777
VAR046	0.07308	0.02272	-0.18975	0.21785	-0.07861	-0.06839	0.11791	-0.03169	0.06671	-0.11083
VAR047	0.10858	-0.08973	0.06049	0.04473	0.09732	-0.05676	0.14136	0.06909	-0.05932	0.37198
VAR048	0.08175	-0.15424	0.16286	-0.05532	0.14172	0.13595	0.23402	0.02571	0.06451	0.10645
VAR049	-0.05064	-0.00425	0.05180	0.02048	0.09126	-0.01089	0.15686	0.09237	0.04756	0.06194
VAR050	0.14594	0.01402	0.09569	-0.03250	0.15759	-0.01166	0.19469	0.07277	0.10213	0.20981
VAR051	0.00756	-0.01323	0.03530	-0.04260	-0.01354	0.09183	0.11312	0.01204	0.04757	-0.14519
VAR052	-0.20186	-0.16892	-0.01510	-0.04546	-0.05083	0.24601	0.01042	-0.17683	0.17152	-0.03036
VAR053	0.02199	-0.02817	-0.04849	-0.02291	-0.07993	0.10080	0.04463	0.12247	0.10749	-0.03674
VAR054	-0.11392	0.04582	-0.05103	-0.18919	0.15104	0.23328	0.12776	0.13886	0.46351	0.07010
VAR055	0.04127	0.00625	-0.02632	-0.08742	-0.02930	0.45894	-0.08854	0.10953	0.35916	-0.01451
VAR056	0.20346	0.00945	0.04284	-0.10416	0.00863	0.01918	0.11379	0.07647	0.02835	0.26792
VAR057	0.11366	0.16660	0.08997	-0.14325	-0.01877	0.06932	0.15973	0.10078	-0.06359	-0.04461
VAR058	0.08258	0.12334	0.04485	-0.00188	-0.00319	-0.06858	0.10959	0.07970	-0.00610	0.13923
VAR059	0.25193	0.16991	0.08448	-0.03955	-0.06494	0.01410	0.10165	0.15169	-0.08969	-0.14902
VAR060	0.07634	-0.07575	-0.02773	0.16281	-0.07922	-0.01616	0.13643	0.05523	-0.10441	0.01836
VAR061	0.18725	-0.07546	-0.19389	0.15869	-0.05326	-0.00618	0.06295	-0.05634	-0.01203	0.06083
VAR062	0.21137	0.03057	0.05072	0.03969	0.05042	0.22175	0.24284	0.00820	-0.07586	0.01652
VAR063	-0.05428	-0.10728	-0.00706	-0.11609	-0.11571	0.18298	-0.15095	-0.19619	0.26062	0.05485
VAR064	0.01750	-0.12800	-0.04438	0.03877	-0.12172	0.01195	0.06184	-0.07549	0.14167	0.0
VAR065	0.15283	0.36794	0.15447	0.06081	0.12150	-0.03588	0.16167	0.21691	-0.07954	-0.01529
VAR066	0.03432	0.13300	-0.00564	-0.06522	0.17274	0.04753	-0.04811	0.06223	-0.05715	-0.04027
VAR067	0.08556	-0.01341	0.13940	-0.02752	-0.02527	0.30937	0.06003	0.02257	0.22687	-0.08490
VAR068	0.01963	0.23815	0.14616	0.01373	0.24009	0.04979	0.07232	0.08135	-0.04338	0.14652
VAR069	0.10667	0.11774	-0.12937	0.11334	-0.09183	-0.13198	0.17388	0.04239	-0.08228	0.02335
VAR070	-0.12850	0.00784	0.00067	-0.01196	0.07019	0.09879	-0.06843	-0.11069	-0.02527	-0.02870
VAR071	0.04658	-0.02606	0.15163	-0.02625	0.03994	-0.08207	0.05918	-0.04981	-0.05602	0.01694
VAR072	0.15562	0.07267	-0.16061	0.27783	-0.06843	-0.13884	0.17750	0.08560	-0.13996	-0.11500
VAR073	-0.03750	-0.12336	0.02825	0.02118	0.05119	0.15206	-0.00741	-0.01535	0.09013	-0.13777

	VAR041	VAR042	VAR043	VAR044	VAR045	VAR046	VAR047	VAR048	VAR049	VAR050
VAR021	0.03477	0.09516	0.05157	0.01038	-0.00735	-0.05874	0.12030	0.06583	0.00502	-0.05174
VAR022	0.10791	-0.18676	0.02177	-0.02649	0.19227	0.07472	0.10397	-0.02333	-0.09895	-0.08268
VAR023	0.08609	0.04504	0.05782	-0.06567	-0.22944	-0.14915	0.08886	-0.04501	-0.04421	-0.04205
VAR024	0.14569	0.11038	0.07561	0.05490	0.24395	0.00517	-0.01680	-0.09560	0.20993	-0.01970
VAR025	0.04813	-0.25781	-0.00644	-0.01474	0.09205	-0.06435	0.27808	0.06317	0.09315	0.16132
VAR026	-0.01459	0.05140	0.03805	-0.07945	-0.06237	0.01106	0.17186	0.07182	0.00567	0.25882
VAR027	0.44154	0.10756	0.12924	-0.09420	-0.02180	0.09266	-0.04058	-0.17332	0.00981	0.06135
VAR028	-0.01563	-0.08366	0.19950	-0.06317	0.05489	-0.10093	0.23428	0.02390	-0.05717	0.15978
VAR029	0.04513	0.21083	0.16606	-0.05984	0.06226	0.09260	-0.00298	0.07108	-0.02956	-0.04056
VAR030	0.02782	0.10461	0.13459	-0.03287	0.11742	0.27289	0.12481	0.17546	-0.01608	0.07265
VAR031	-0.02536	0.06792	0.02176	0.08156	0.10203	0.07508	0.10858	0.08175	-0.05064	0.14594
VAR032	0.13409	0.02578	-0.00398	0.14237	-0.03826	0.02272	-0.08973	-0.15424	-0.00425	0.01402
VAR033	-0.05456	-0.01622	-0.03433	0.10829	-0.10857	-0.18975	0.06649	0.16286	0.05180	0.09569
VAR034	0.04611	-0.08277	-0.04360	-0.03962	0.09927	0.21785	0.04473	-0.05532	0.02048	-0.03250
VAR035	-0.04656	-0.00795	0.09866	-0.05583	-0.04588	-0.07861	0.09732	0.14172	0.09126	0.15759
VAR036	0.01065	0.22505	0.07042	0.24103	-0.15495	-0.06889	-0.05676	0.13595	-0.01089	-0.01166
VAR037	0.04524	0.08443	-0.04386	0.02921	-0.00026	0.11791	0.14136	0.23402	0.15686	0.19469
VAR038	-0.08606	0.01274	-0.10248	0.18083	0.05061	-0.05169	0.06909	0.02571	0.09237	0.07277
VAR039	0.11355	0.17201	0.04564	0.15657	-0.06995	0.06671	-0.03932	0.06451	0.04756	0.10213
VAR040	0.05279	-0.15963	0.21058	0.02713	0.03777	-0.11083	0.37198	0.10645	0.06194	0.20981
VAR041	1.00000	0.10585	0.10031	0.00367	-0.07882	-0.01257	-0.11140	-0.07797	0.03580	-0.04727
VAR042	0.10585	1.00000	0.05021	0.00765	-0.14450	0.02454	-0.06571	0.00763	0.01720	0.00758
VAR043	0.10031	0.05021	1.00000	0.04129	0.10540	-0.07658	-0.00255	0.17589	0.01706	-0.05708
VAR044	0.00367	0.00765	0.04129	1.00000	0.23506	-0.09128	-0.00177	0.08184	-0.01801	0.06582
VAR045	-0.07882	-0.14450	0.10540	0.23506	1.00000	0.15822	0.06965	-0.00142	0.18283	0.06816
VAR046	-0.01257	0.02454	-0.07658	-0.09128	0.15822	1.00000	0.07113	0.10063	0.00514	0.10020
VAR047	-0.11140	-0.06571	-0.00255	-0.00177	0.06965	0.07113	1.00000	0.23141	0.01301	0.06153
VAR048	-0.07797	0.00763	0.17589	0.08184	-0.00142	0.10063	0.23141	1.00000	0.04000	0.18332
VAR049	0.03580	0.01720	0.01706	-0.01801	0.18283	0.00514	0.01301	0.04000	1.00000	0.17312
VAR050	-0.04727	0.00758	-0.05708	0.06582	0.06816	0.10020	0.06153	0.18332	0.17312	1.00000
VAR051	0.09952	0.43495	-0.03333	0.02827	-0.23000	-0.03639	-0.00619	-0.10290	0.06792	-0.05309
VAR052	0.04225	-0.00055	0.00272	0.17009	-0.05970	-0.03190	-0.04172	-0.02026	-0.06145	-0.02784
VAR053	0.08684	0.03283	-0.08434	-0.03332	-0.06663	0.03664	-0.01567	-0.09382	0.15447	-0.02028
VAR054	0.11894	0.07753	0.00282	0.21076	0.02099	-0.07425	0.07753	0.14661	0.12881	0.08615
VAR055	-0.05632	0.09283	-0.00103	0.39107	-0.01869	-0.05523	-0.03093	0.16261	0.00045	0.04850
VAR056	-0.09663	-0.06656	-0.07817	-0.05668	-0.06255	-0.14036	0.19360	0.07359	0.05370	0.22414
VAR057	-0.07972	0.05668	0.16141	0.12819	-0.05539	-0.02580	0.00503	0.33513	-0.07042	0.05428
VAR058	0.03674	-0.03072	0.00907	-0.07216	0.07170	0.11160	0.03031	0.03356	0.00948	0.18329
VAR059	-0.04143	0.12262	0.01519	0.15312	-0.05020	-0.05173	-0.09329	0.04084	-0.08389	-0.00687
VAR060	0.09891	-0.08120	-0.09070	0.07688	0.08692	0.17986	0.05913	0.09991	-0.00366	0.00814
VAR061	-0.12380	-0.08312	0.10127	-0.04840	0.18086	0.15771	0.04963	-0.02093	0.01772	-0.09465
VAR062	-0.05825	0.11904	0.07549	0.00543	-0.01810	0.06101	-0.06543	0.11121	0.00875	0.00054
VAR063	0.09326	0.14034	-0.01475	0.00574	-0.16360	-0.35815	-0.12156	-0.10831	-0.05348	-0.05516
VAR064	0.21946	0.00589	0.10564	0.15531	0.10450	0.14167	-0.02664	-0.11344	0.02438	0.05104
VAR065	0.13865	0.10821	0.00417	0.08984	0.14747	-0.02474	-0.01736	-0.04124	0.15322	0.15129
VAR066	0.03954	0.10473	0.01738	0.09563	-0.09541	-0.11193	-0.06839	-0.01219	0.06833	0.00830
VAR067	0.06156	0.16727	0.03521	0.12150	-0.08341	-0.05190	-0.00894	0.22345	0.11747	0.12264
VAR068	0.03400	0.02956	0.05823	0.02298	0.01374	0.06981	0.07026	0.20316	0.06739	0.10963
VAR069	-0.00683	-0.22207	-0.12047	0.02860	0.16776	0.08659	0.04457	-0.02672	-0.09048	-0.04133
VAR070	0.26223	0.06037	-0.13457	-0.00980	-0.06282	-0.01977	-0.16373	-0.09191	0.02348	-0.02685
VAR071	0.01320	-0.00347	0.10392	0.03575	-0.09395	-0.09398	0.08971	0.15262	0.04601	0.06889
VAR072	0.00437	-0.07683	0.01686	0.02440	0.21527	0.39756	-0.01700	0.01673	0.07618	0.01926
VAR073	0.12500	0.07794	-0.10107	0.11066	0.00981	0.11569	-0.12301	0.03360	0.08495	0.00759

	VAR051	VAR052	VAR053	VAR054	VAR055	VAR056	VAR057	VAR058	VAR059	VAR060
VAR021	0.11727	-0.10953	-0.01070	-0.00451	-0.04453	0.02224	0.04433	-0.06871	0.18899	0.12953
VAR022	-0.12103	-0.09681	-0.11333	-0.09398	-0.03287	0.18362	-0.06065	0.11373	0.02180	-0.00423
VAR023	0.11405	0.15895	0.05750	-0.00965	0.06544	0.17950	0.05806	0.05719	0.17157	-0.12992
VAR024	0.05515	0.23599	-0.03049	0.14843	-0.07925	0.01770	-0.14980	0.01014	-0.17444	-0.04554
VAR025	-0.18194	-0.07911	0.04516	0.04542	0.06097	0.14825	-0.04494	0.01240	-0.18546	0.03456
VAR026	-0.00217	0.01064	-0.07149	0.09600	0.04106	0.36180	0.15928	0.22910	-0.02225	0.00416
VAR027	0.09714	0.03155	0.12972	0.04496	-0.04882	-0.03684	-0.08988	0.13725	-0.07912	0.05733
VAR028	-0.23514	-0.10005	-0.11041	-0.02076	-0.11510	0.16436	-0.04169	0.10088	-0.15069	-0.05274
VAR029	-0.00521	-0.17105	-0.00301	-0.16127	-0.01652	-0.04269	0.03090	-0.01453	-0.00513	-0.12800
VAR030	-0.12126	-0.19564	-0.07401	-0.03089	-0.04886	0.01353	0.06956	0.15598	-0.06890	-0.06737
VAR031	0.00756	-0.20186	0.02199	-0.11392	0.04127	0.20348	0.11366	0.03238	0.25193	0.07634
VAR032	-0.01323	-0.16692	-0.02817	0.04582	0.00625	0.00945	0.16660	0.12334	0.16591	-0.07575
VAR033	0.03550	-0.01510	-0.04849	-0.05103	-0.02632	0.04284	0.08997	0.04485	0.08448	-0.02773
VAR034	-0.04260	-0.04546	-0.02291	-0.16919	-0.08742	-0.10416	-0.14325	-0.00188	-0.03955	0.16281
VAR035	-0.01354	-0.05083	-0.07993	0.15104	-0.02930	0.06863	-0.01877	-0.00319	-0.06494	-0.07922
VAR036	0.09183	0.24601	0.10080	0.23328	0.45894	0.01918	0.06932	-0.06658	0.01410	-0.01616
VAR037	0.11512	0.01042	0.04463	0.12776	-0.08854	0.11379	0.15978	0.10559	0.10165	0.13643
VAR038	0.01204	-0.17683	0.12247	0.13886	0.10953	0.07847	0.10078	0.07970	0.15189	0.05523
VAR039	0.04757	0.17152	0.10749	0.46351	0.35916	0.02835	-0.06359	-0.00610	-0.08969	-0.10441
VAR040	-0.14519	-0.03036	-0.03674	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14502	0.01836
VAR041	0.09952	0.04225	0.08684	0.11394	-0.05832	-0.09663	-0.07972	0.03674	-0.04143	0.09391
VAR042	0.43495	-0.00055	0.03265	0.07755	0.09285	-0.06056	0.05668	-0.03072	0.12262	-0.08120
VAR043	-0.03333	0.00272	-0.08434	0.00282	-0.00103	-0.07617	0.16141	0.00967	0.01519	-0.09070
VAR044	0.02827	0.17069	-0.03332	0.21076	0.39107	-0.05668	0.12819	-0.07216	0.15312	0.07683
VAR045	-0.23000	-0.05970	-0.06663	0.02099	-0.01669	-0.00255	-0.05539	0.07170	-0.05020	0.08692
VAR046	-0.03639	-0.08190	0.03664	-0.07425	-0.05523	-0.14036	-0.02580	0.11160	-0.05173	0.17986
VAR047	-0.00619	-0.04172	-0.01567	0.07753	-0.03093	0.19360	0.00503	0.03031	-0.09329	0.05913
VAR048	-0.10290	-0.02026	-0.09382	0.14061	0.16261	0.07359	0.33513	0.03356	0.04084	0.09991
VAR049	0.00792	-0.06145	0.15447	0.12881	0.00045	0.05370	-0.07042	0.00948	-0.08389	-0.00366
VAR050	-0.05309	-0.02784	-0.02028	0.08615	0.04850	0.22414	0.05428	0.18329	-0.00687	0.00814
VAR051	1.00000	0.16260	0.11225	0.01797	0.02191	-0.02141	-0.00870	-0.15187	0.21611	0.01350
VAR052	0.16260	1.00000	0.09935	0.13011	0.21700	0.05859	-0.05441	-0.04525	-0.07098	0.06096
VAR053	0.11225	0.09935	1.00000	0.02141	0.05110	0.03174	-0.11959	-0.04754	0.10048	-0.10640
VAR054	0.01797	0.13011	0.02141	1.00000	0.44103	0.05574	0.02207	-0.02548	-0.07026	-0.02566
VAR055	0.02191	0.21700	0.05110	0.44103	1.00000	0.03504	0.12647	-0.00897	0.06733	-0.06172
VAR056	-0.02141	0.05859	0.03174	0.05574	0.03504	1.00000	0.08631	0.32590	0.03731	-0.13897
VAR057	-0.00870	-0.05441	-0.11959	0.02207	0.12647	0.08631	1.00000	0.19184	0.08351	-0.04985
VAR058	-0.15187	-0.04525	-0.04754	-0.02548	-0.00897	0.32590	0.19184	1.00000	0.01837	-0.08541
VAR059	0.21611	-0.07098	0.10043	-0.07026	0.06733	0.03731	0.08351	0.01837	1.00000	0.11065
VAR060	0.01350	0.06096	-0.10640	-0.02566	-0.06172	-0.13897	-0.04985	-0.08541	0.11065	1.00000
VAR061	-0.14275	-0.11692	-0.00761	-0.12553	-0.07418	0.14410	-0.09642	0.04517	-0.05846	0.02889
VAR062	0.04338	0.10996	-0.01372	-0.04664	0.03254	-0.01398	-0.00144	0.00779	0.09888	0.22667
VAR063	0.15506	0.13023	0.03346	0.09700	0.08082	0.11856	-0.23779	-0.08885	0.05725	-0.03970
VAR064	0.14321	0.07602	0.01418	0.00490	0.06398	0.0	-0.00155	-0.04629	-0.09313	0.21888
VAR065	0.02663	-0.29149	-0.03251	0.05936	-0.01341	0.01040	0.05903	0.01728	0.05405	-0.00262
VAR066	-0.02012	-0.01397	0.10858	-0.00733	0.04544	0.09922	0.06711	0.20619	-0.04748	-0.08999
VAR067	0.13607	0.17720	-0.03683	0.11266	0.24354	0.09411	0.17603	-0.03831	0.07236	0.04763
VAR068	-0.13349	-0.07312	-0.04672	0.09793	0.03816	0.07649	0.12229	0.11646	-0.00771	-0.04771
VAR069	-0.21455	-0.05461	-0.23780	-0.01237	0.01479	0.01760	0.07515	0.17848	-0.01255	-0.05759
VAR070	0.12531	0.14616	0.10654	-0.04122	0.02933	-0.01275	-0.13091	-0.06328	-0.09526	0.18426
VAR071	0.00696	-0.14089	0.04307	-0.04101	0.02143	0.08754	0.15862	0.18625	0.18978	0.02685
VAR072	-0.15502	-0.11860	0.01681	-0.10742	-0.15954	-0.02520	0.09741	0.14267	0.03746	0.07414
VAR073	0.03122	0.16714	0.00942	0.10956	0.16085	-0.02242	0.01097	-0.08576	0.00846	0.12232

	VAR061	VAR062	VAR063	VAR064	VAR065	VAR066	VAR067	VAR068	VAR069	VAR070
VAR021	-0.03101	0.08124	0.02529	0.02053	-0.00132	0.01085	0.14604	0.03680	0.01718	0.02193
VAR022	0.08722	-0.12596	-0.09086	0.09489	0.05118	0.05362	-0.10366	0.12436	0.25830	0.00168
VAR023	0.02299	-0.00821	0.18196	-0.04784	-0.04257	0.00179	0.20694	-0.01629	-0.07041	-0.00366
VAR024	-0.00647	0.09536	0.09247	0.02162	0.05307	0.02739	0.01898	0.09024	-0.06587	0.08749
VAR025	-0.06164	-0.15055	0.04103	0.02621	0.03991	-0.03006	-0.00181	0.03227	0.04292	0.00190
VAR026	-0.04675	-0.02045	-0.02202	0.03523	0.07387	0.01388	0.20801	0.07644	0.06135	-0.01832
VAR027	0.00113	-0.03947	-0.01900	0.11011	0.13711	0.05033	0.12401	0.10082	0.07249	0.19229
VAR028	0.10346	-0.01594	0.04884	-0.01800	-0.06134	-0.05305	-0.10985	0.10019	0.09475	-0.06361
VAR029	0.03627	0.02061	0.10977	0.06546	0.00666	0.05878	0.10485	-0.14962	0.00259	0.02407
VAR030	0.07770	0.00959	-0.28543	0.07160	0.14826	0.10074	0.08560	0.17021	0.10302	-0.13550
VAR031	0.18725	0.21137	-0.05428	0.01750	0.19283	0.03432	0.08556	0.01963	0.10667	-0.12850
VAR032	-0.07546	0.03057	-0.10728	-0.12600	0.36794	0.13300	-0.01341	0.23815	0.11774	0.06784
VAR033	-0.19389	0.05072	-0.00706	-0.04438	0.15447	-0.00564	0.13940	0.14616	-0.12987	0.00067
VAR034	0.15869	0.05969	-0.11009	0.03877	0.06081	-0.06522	-0.02752	0.01373	0.11334	-0.01196
VAR035	-0.05326	0.05042	-0.11571	-0.12172	0.12150	0.17274	-0.02527	0.24009	-0.09183	0.07019
VAR036	-0.00618	0.22175	0.18298	0.01195	-0.03588	0.04753	0.30937	0.04979	-0.13188	0.09879
VAR037	0.06295	0.24284	-0.15095	0.06184	0.16167	-0.04811	0.06003	0.07232	0.17388	-0.06843
VAR038	-0.05634	0.00820	-0.19619	-0.07549	0.21691	0.06225	0.02257	0.08135	0.04239	-0.11069
VAR039	-0.01203	-0.07566	0.26062	0.14167	-0.07954	-0.05715	0.22687	-0.04338	-0.08228	-0.02527
VAR040	0.06083	0.01652	0.05485	0.0	-0.01329	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR041	-0.12380	-0.05825	0.09326	0.21946	0.13665	0.03954	0.06156	0.03400	-0.00683	0.26223
VAR042	-0.08312	0.11904	0.14034	0.00589	0.10621	0.10473	0.18727	0.02956	-0.22207	0.06037
VAR043	0.10127	0.07549	-0.01475	0.10564	0.00417	0.01738	0.03521	0.05823	-0.12047	-0.13457
VAR044	-0.04840	0.00543	0.00574	0.15531	0.08964	0.09563	0.12150	0.02298	0.02860	-0.00980
VAR045	0.18086	-0.01810	-0.16360	0.10450	0.14747	-0.09341	-0.08341	0.01374	0.16776	-0.06282
VAR046	0.15771	0.06101	-0.35815	0.14167	-0.02474	-0.11193	-0.05190	0.06981	0.08659	-0.01977
VAR047	0.04963	-0.06543	-0.12156	-0.02664	-0.01736	-0.06839	-0.00694	0.07026	0.04457	-0.16373
VAR048	-0.02093	0.11121	-0.10831	-0.11344	-0.04124	-0.01219	0.22345	0.20316	-0.02672	-0.09191
VAR049	0.01772	0.00875	-0.05548	0.02438	0.15322	0.08833	0.11747	0.06739	-0.09048	0.02348
VAR050	-0.09465	0.00054	-0.05516	0.05104	0.15129	0.00830	0.12264	0.10963	-0.04133	-0.02885
VAR051	-0.14275	0.04336	0.15506	0.14321	0.02663	-0.02012	0.13607	-0.13349	-0.21455	0.12531
VAR052	-0.11892	0.10996	0.13023	0.07802	-0.29149	-0.01397	0.17720	-0.07312	-0.05461	0.14816
VAR053	-0.06781	-0.01572	0.03348	0.01418	-0.03251	0.10858	-0.03683	-0.04672	-0.23780	0.10654
VAR054	-0.12553	-0.04664	0.09700	0.00490	0.05936	-0.00733	0.11266	0.09793	-0.01837	-0.04122
VAR055	-0.07418	0.03254	0.08082	0.06398	-0.01341	0.04544	0.24354	0.03816	0.01479	0.02933
VAR056	0.14410	-0.01598	0.11858	0.0	0.01040	0.09922	0.09411	0.07649	0.01760	-0.01275
VAR057	-0.09642	-0.00144	-0.23779	-0.00155	0.05903	0.06711	0.17603	0.12229	0.07515	-0.13091
VAR058	0.04517	0.00779	-0.08885	-0.04629	0.01728	0.20619	-0.03831	0.11648	0.17848	-0.06328
VAR059	-0.05846	0.09888	0.05725	-0.09313	0.05405	-0.04748	0.07236	-0.00771	-0.01255	-0.09526
VAR060	0.02889	0.22667	-0.03970	0.21888	-0.00262	-0.03999	0.04768	-0.04771	-0.05759	0.18426
VAR061	1.00000	0.14295	-0.02318	-0.06105	-0.00747	-0.07716	-0.03547	0.05473	0.19341	-0.10320
VAR062	0.14295	1.00000	-0.01451	-0.03015	0.01622	0.06712	0.06967	-0.03228	0.06053	0.09330
VAR063	-0.02318	-0.01451	1.00000	0.02538	-0.03528	0.04231	0.12873	-0.21073	-0.19180	0.14291
VAR064	-0.06105	-0.03015	0.02538	1.00000	0.03992	0.07085	0.00674	-0.14145	-0.01014	0.25308
VAR065	-0.00747	0.01622	-0.03528	0.03992	1.00000	0.09679	0.12114	0.04455	0.09680	0.17937
VAR066	-0.07716	0.06712	0.04231	0.07085	0.09679	1.00000	0.11410	0.06457	0.03191	0.05007
VAR067	-0.03547	0.06967	0.12873	0.00674	0.12114	0.11410	1.00000	0.00795	0.10201	0.02764
VAR068	0.05473	-0.03228	-0.21073	-0.14145	0.04455	0.06457	0.00795	1.00000	0.10672	0.04615
VAR069	0.19341	0.06053	-0.19180	-0.01014	0.09680	0.03191	0.10201	0.10672	1.00000	0.00714
VAR070	-0.10320	0.09330	0.14291	0.25308	0.17937	0.05007	0.02764	0.04615	0.00714	1.00000
VAR071	0.02833	0.04151	-0.08762	-0.04628	0.06391	0.19550	0.22664	0.07067	0.08020	-0.02121
VAR072	0.18092	0.09530	-0.34480	0.11399	0.15057	0.02431	-0.08791	0.04290	0.21883	0.03567
VAR073	0.00145	-0.01376	-0.00194	0.01695	0.08395	-0.04628	0.20960	-0.03147	0.03088	0.11128

	VAR071	VAR072	VAR073
VAR021	0.02278	0.00749	0.04358
VAR022	0.00445	0.18152	-0.10139
VAR023	-0.01005	-0.11590	0.22385
VAR024	-0.17750	-0.02330	0.11161
VAR025	-0.06820	-0.11235	-0.02610
VAR026	0.09059	0.05370	0.08234
VAR027	0.00194	0.04540	0.04001
VAR028	-0.08483	-0.07737	-0.08844
VAR029	-0.01894	0.05312	0.04713
VAR030	0.04631	0.17629	0.08050
VAR031	0.04856	0.15562	-0.03750
VAR032	-0.02606	0.07267	-0.12336
VAR033	0.15163	-0.16061	0.02825
VAR034	-0.02625	0.27783	0.02118
VAR035	0.03994	-0.06843	0.05119
VAR036	-0.08207	-0.13884	0.15206
VAR037	0.05918	0.17750	-0.00741
VAR038	-0.04981	0.08560	-0.01535
VAR039	-0.05602	-0.13996	0.09013
VAR040	0.01694	-0.11500	-0.13777
VAR041	0.01320	0.00437	0.12500
VAR042	-0.00847	-0.07683	0.07794
VAR043	0.10392	0.01686	-0.10107
VAR044	0.03575	0.02440	0.11066
VAR045	-0.09395	0.21527	0.00981
VAR046	-0.09398	0.39756	0.11569
VAR047	0.08971	-0.01700	-0.12301
VAR048	0.15263	0.01873	0.03360
VAR049	0.04601	0.07618	0.08495
VAR050	0.06889	0.01926	0.00759
VAR051	0.00896	-0.15502	0.03122
VAR052	-0.14089	-0.11800	0.16714
VAR053	0.04307	0.01681	0.00942
VAR054	-0.04101	-0.10742	0.10956
VAR055	0.02140	-0.15954	0.18085
VAR056	0.08754	-0.02520	-0.02242
VAR057	0.15862	0.09741	0.01097
VAR058	0.18625	0.14267	-0.08576
VAR059	0.18978	0.03746	0.00846
VAR060	0.02685	0.07414	0.12232
VAR061	0.02833	0.18092	0.00145
VAR062	0.04151	0.09530	-0.01376
VAR063	-0.08762	-0.34480	-0.00194
VAR064	-0.04628	0.11399	0.01693
VAR065	0.06391	0.15057	0.08395
VAR066	0.19550	0.02431	-0.04628
VAR067	0.22664	-0.08791	0.20960
VAR068	0.07067	0.04290	-0.03147
VAR069	0.08020	0.21883	0.03088
VAR070	-0.02121	0.03567	0.11128
VAR071	1.00000	0.09270	0.09903
VAR072	0.09270	1.00000	0.03648
VAR073	0.09903	0.03648	1.00000

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VARIABLE   EST COMMUNALITY                     FACTOR        EIGENVALUE   PCT OF VAR    CUM PCT

VAR021        0.44680                            1           3.86764         7.3          7.3
VAR022        0.45454                            2           3.47377         6.6         13.9
VAR023        0.44032                            3           2.80013         5.3         19.1
VAR024        0.41155                            4           2.51291         4.7         23.9
VAR025        0.45768                            5           2.28032         4.3         28.2
VAR026        0.51791                            6           2.10544         4.0         32.2
VAR027        0.41840                            7           1.90716         3.6         35.8
VAR028        0.62598                            8           1.80373         3.4         39.2
VAR029        0.43741                            9           1.73390         3.3         42.4
VAR030        0.45033                           10           1.59153         3.0         45.4
VAR031        0.54408                           11           1.57384         3.0         48.4
VAR032        0.52770                           12           1.45913         2.8         51.2
VAR033        0.40155                           13           1.41455         2.7         53.8
VAR034        0.31613                           14           1.25707         2.4         56.2
VAR035        0.46098                           15           1.23928         2.3         58.5
VAR036        0.52736                           16           1.22062         2.3         60.8
VAR037        0.45046                           17           1.09040         2.1         62.9
VAR038        0.40610                           18           1.05985         2.0         64.9
VAR039        0.52410                           19           1.04323         2.0         66.9
VAR040        0.61554                           20           1.01008         1.9         68.8
VAR041        0.40734                           21           0.94497         1.8         70.5
VAR042        0.47161                           22           0.91292         1.7         72.3
VAR043        0.41064                           23           0.86909         1.6         73.9
VAR044        0.44200                           24           0.85171         1.6         75.5
VAR045        0.44330                           25           0.81831         1.5         77.1
VAR046        0.50870                           26           0.78774         1.5         78.5
VAR047        0.39673                           27           0.73404         1.4         79.9
VAR048        0.51629                           28           0.72131         1.4         81.3
VAR049        0.30714                           29           0.69330         1.3         82.6
VAR050        0.36502                           30           0.65875         1.2         83.8
VAR051        0.44433                           31           0.62534         1.2         85.0
VAR052        0.46657                           32           0.60850         1.1         86.2
VAR053        0.36540                           33           0.57889         1.1         87.3
VAR054        0.52063                           34           0.55191         1.0         88.3
VAR055        0.55666                           35           0.49854         0.9         89.2
VAR056        0.45291                           36           0.49018         0.9         90.2
VAR057        0.43432                           37           0.44681         0.8         91.0
VAR058        0.39155                           38           0.44086         0.8         91.8
VAR059        0.43603                           39           0.42509         0.8         92.6
VAR060        0.43904                           40           0.40316         0.8         93.4
VAR061        0.30239                           41           0.37025         0.7         94.1
VAR062        0.34370                           42           0.36767         0.7         94.8
VAR063        0.49394                           43           0.35814         0.7         95.5
VAR064        0.40695                           44           0.31968         0.6         96.1
VAR065        0.47740                           45           0.28621         0.5         96.6
VAR066        0.35064                           46           0.28028         0.5         97.1
VAR067        0.49634                           47           0.26833         0.5         97.7
VAR068        0.33365                           48           0.23641         0.4         98.1
VAR069        0.44079                           49           0.22287         0.4         98.5
VAR070        0.42440                           50           0.20922         0.4         98.9
VAR071        0.38962                           51           0.20690         0.4         99.3
VAR072        0.45234                           52           0.19282         0.4         99.7
VAR073        0.37092                           53           0.17480         0.3        100.0
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VARIABLE      COMMUNALITY            FACTOR     EIGENVALUE   PCT OF VAR    CUM PCT

VAR021          0.35317                 1        3.28205        17.4         17.4
VAR022          0.37481                 2        2.87667        15.2         32.6
VAR023          0.28180                 3        2.23972        11.9         44.4
VAR024          0.27101                 4        1.85635         9.8         54.3
VAR025          0.42634                 5        1.69054         8.9         63.2
VAR026          0.49380                 6        1.49631         7.9         71.1
VAR027          0.36349                 7        1.26654         6.7         77.8
VAR028          0.65237                 8        1.20105         6.4         84.2
VAR029          0.49776                 9        1.11549         5.9         90.1
VAR030          0.40622                10        0.93970         5.0         95.1
VAR031          0.58829                11        0.93323         4.9        100.0
VAR032          0.55415
VAR033          0.23281
VAR034          0.16308
VAR035          0.32059
VAR036          0.50019
VAR037          0.28951
VAR038          0.41481
VAR039          0.45074
VAR040          0.57022
VAR041          0.41072
VAR042          0.49011
VAR043          0.22353
VAR044          0.36263
VAR045          0.30785
VAR046          0.42646
VAR047          0.26663
VAR048          0.52639
VAR049          0.15319
VAR050          0.19854
VAR051          0.35972
VAR052          0.39089
VAR053          0.09113
VAR054          0.44201
VAR055          0.58897
VAR056          0.42392
VAR057          0.33367
VAR058          0.30321
VAR059          0.29225
VAR060          0.43662
VAR061          0.28663
VAR062          0.34373
VAR063          0.43502
VAR064          0.21611
VAR065          0.30727
VAR066          0.11615
VAR067          0.34998

VAR068          0.24265
VAR069          0.30951
VAR070          0.28116
VAR071          0.20043
VAR072          0.43134
VAR073          0.14477
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VARIMAX ROTATED FACTOR MATRIX

	FACTOR 1	FACTOR 2	FACTOR 3	FACTOR 4	FACTOR 5	FACTOR 6	FACTOR 7	FACTOR 8	FACTOR 9	FACTOR 10	FACTOR 11
VAR021	-0.06116	0.11543	0.05832	-0.07631	0.05098	0.56063	0.05896	0.03195	-0.01768	0.04887	0.05266
VAR022	-0.07348	0.23663	0.11666	0.30662	-0.02264	0.03156	-0.25629	0.17919	0.06018	0.08868	-0.30821
VAR023	0.04864	0.00748	0.10593	-0.25358	0.01802	0.02902	-0.03741	0.43820	-0.01948	0.05683	0.07516
VAR024	0.07613	0.10561	0.24249	0.02398	-0.26421	-0.13769	0.27041	0.06900	0.01443	0.06005	0.15301
VAR025	0.04602	0.39212	0.06859	0.01308	-0.08214	0.12995	0.11261	0.23016	-0.12705	-0.05672	-0.39613
VAR026	0.00829	0.13694	0.07221	0.02539	0.16085	0.17864	0.22142	0.59110	-0.04693	0.03871	-0.09591
VAR027	-0.07541	0.01940	0.52652	0.06830	-0.04857	-0.06771	0.09260	0.10368	0.18602	0.12091	-0.00096
VAR028	-0.10708	0.74726	-0.02099	-0.03815	-0.11616	0.06153	-0.01158	0.15972	0.02738	0.15186	-0.01116
VAR029	-0.02533	0.10258	0.06234	0.06426	-0.02279	0.04327	-0.21876	0.00300	-0.07332	0.64421	-0.08873
VAR030	-0.07584	0.12288	0.02309	0.32509	0.23469	0.02547	0.09334	0.06879	0.06840	0.44602	-0.07978
VAR031	0.02551	0.09616	-0.11370	0.21073	0.00545	0.64568	0.00246	0.24940	0.08812	0.13784	0.12147
VAR032	0.02648	0.04813	0.07970	0.02695	-0.01037	0.32567	0.05843	-0.07704	0.64796	-0.09074	0.02099
VAR033	-0.06528	0.01405	0.01692	-0.22167	0.28137	0.17667	0.21619	0.02261	0.07548	-0.12400	0.01116
VAR034	-0.14831	-0.01738	0.11747	0.30505	-0.07462	0.09995	0.06954	-0.02090	-0.10476	-0.04389	0.01374
VAR035	-0.00528	0.15262	-0.05973	-0.15318	0.06555	0.05322	0.41991	0.04054	0.21413	-0.15627	0.12165
VAR036	0.55089	-0.06263	-0.00320	-0.23099	0.01701	0.01927	0.03095	0.02321	0.06528	0.01412	0.39295
VAR037	-0.01549	-0.00308	0.05698	0.21683	0.13911	0.23105	0.34301	0.13743	-0.02100	-0.00051	0.17091
VAR038	0.14199	-0.08163	-0.16979	0.08781	0.02103	0.43495	0.23949	-0.02806	0.21981	-0.17612	-0.15599
VAR039	0.54438	-0.10674	0.03317	-0.08044	-0.16711	-0.17669	0.16708	0.10985	-0.05213	0.16070	-0.01096
VAR040	-0.02649	0.70616	0.02869	-0.08308	-0.04437	0.04110	0.16606	0.17743	0.01644	-0.00831	0.00832
VAR041	0.02270	0.00706	0.61060	-0.04166	-0.04299	-0.02575	0.02805	-0.01820	0.13481	0.10115	-0.05962
VAR042	0.09315	-0.29901	0.10013	-0.21992	-0.02010	0.12275	0.16658	-0.00356	0.08359	0.46082	0.22856
VAR043	0.04147	0.28331	0.04486	-0.04788	0.12762	-0.05084	-0.01105	-0.08579	0.06939	0.29081	0.14662
VAR044	0.51599	0.04395	0.04698	0.05680	0.09374	0.18527	-0.06080	-0.16939	0.05796	-0.10039	-0.00866
VAR045	0.10938	0.18751	-0.01570	0.44911	-0.13926	0.03329	0.04914	-0.16419	-0.02480	0.00984	-0.09050
VAR046	-0.04574	-0.14248	0.03751	0.50316	0.00411	-0.05447	0.16641	-0.05892	-0.13890	0.16508	0.06428
VAR047	-0.02792	0.52014	-0.13325	0.04999	0.08824	0.11124	0.21634	0.15670	-0.19643	0.01043	-0.11352
VAR048	0.19036	0.19099	-0.17676	0.03590	0.54700	0.01915	0.23128	-0.02674	-0.19750	0.12711	0.09934
VAR049	0.05012	-0.03038	0.00232	0.05877	-0.06658	-0.00714	0.36816	0.00129	0.01706	0.00798	-0.03966
VAR050	0.08404	0.10699	-0.01688	0.06523	0.11856	0.04671	0.33041	0.19953	0.00473	-0.00399	-0.07891
VAR051	-0.00254	-0.36229	0.19634	-0.30020	-0.05772	0.19975	0.09923	0.02894	-0.10656	0.14337	0.11812
VAR052	0.28707	-0.06113	0.20030	-0.14043	-0.05517	-0.22913	-0.04119	0.13880	-0.23686	-0.20353	0.25826
VAR053	0.03714	-0.19798	0.05889	-0.08550	-0.15343	0.03237	0.10130	0.05560	-0.00534	0.01229	-0.04064
VAR054	0.35949	0.04009	0.02441	-0.03657	-0.05026	-0.03851	0.30940	0.01211	0.06443	-0.05362	-0.07761
VAR055	0.75048	-0.03941	-0.03750	-0.06350	0.09722	0.01672	-0.07299	0.05074	0.01441	-0.01282	-0.02747
VAR056	0.03065	0.13773	-0.11896	-0.02235	0.01379	0.05102	0.05439	0.60981	0.06831	-0.07587	-0.03020
VAR057	0.11655	-0.01681	-0.12815	0.02946	0.51404	0.07263	-0.01621	0.07166	0.14890	0.07274	0.01168
VAR058	-0.05491	0.06340	-0.02340	0.20977	0.16256	-0.10130	0.02980	0.37332	0.27312	-0.00175	-0.00874
VAR059	0.01442	-0.22968	-0.07406	-0.07134	0.14912	0.40311	-0.17199	0.04230	0.06365	-0.00264	0.09244
VAR060	-0.01354	0.03089	0.29540	0.13367	0.10281	0.25924	0.01438	-0.16898	-0.36672	-0.23129	0.13985
VAR061	-0.05106	0.12009	-0.15622	0.34068	-0.16004	-0.00653	-0.12138	0.11921	-0.01757	0.06290	0.25718
VAR062	0.01662	0.01416	0.03073	0.10164	0.04516	0.18128	0.01190	-0.00481	-0.04316	-0.01100	0.54307
VAR063	0.16001	0.00527	0.12298	-0.46706	-0.30348	0.01945	-0.19911	0.15678	-0.10590	0.07106	0.05606
VAR064	0.12261	-0.01374	0.36848	0.13227	-0.04052	0.04541	-0.03574	-0.03461	-0.17462	0.06875	-0.07885
VAR065	0.01616	-0.05504	0.19855	0.12979	0.03946	0.26577	0.18797	-0.04219	0.34995	0.04869	-0.11648
VAR066	0.03163	-0.05005	0.08032	-0.04498	0.11694	-0.01349	-0.01303	0.09678	0.27868	0.05191	0.00422
VAR067	0.32238	-0.12436	0.17734	-0.10491	0.29511	0.10652	0.03221	0.22940	-0.04926	0.14906	0.10669
VAR068	0.01500	0.19178	0.00625	0.09400	0.21126	-0.05872	0.23043	0.01777	0.29905	-0.05271	0.05535
VAR069	0.02563	0.11852	0.03009	0.42194	0.09919	0.00930	-0.21280	0.13172	0.17006	-0.11833	-0.01930
VAR070	0.00763	-0.05863	0.49522	-0.06670	-0.06806	-0.01037	-0.02451	-0.03414	0.03025	-0.12401	0.07195
VAR071	-0.04782	-0.00168	0.01580	-0.00036	0.40904	0.04030	-0.03819	0.13469	0.07444	0.00238	0.00124
VAR072	-0.11714	-0.11635	0.05297	0.81780	0.07236	0.06100	0.01523	0.00307	0.07512	0.02945	0.06239
VAR073	0.20476	-0.15314	0.20484	0.04235	0.08561	-0.01391	0.05161	0.08214	-0.12230	0.01906	0.05785

```
TRANSFORMATION MATRIX

              FACTOR  1  FACTOR  2  FACTOR  3  FACTOR  4  FACTOR  5  FACTOR  6  FACTOR  7  FACTOR  8  FACTOR  9  FACTOR 10

FACTOR   1    -0.33017    0.51644   -0.12566    0.57167    0.22023    0.28401    0.15216    0.24628    0.18160    0.08052
FACTOR   2    -0.58914   -0.09573   -0.08854    0.29097   -0.28963   -0.32728   -0.38516   -0.39350   -0.17207   -0.06401
FACTOR   3     0.01999   -0.03532    0.04986    0.42689    0.30193    0.36354    0.05492   -0.31699    0.19097   -0.00472
FACTOR   4     0.14876    0.01957    0.77765    0.34597   -0.29276   -0.13580    0.07211    0.08728   -0.09537    0.35580
FACTOR   5    -0.59044   -0.12689    0.31116   -0.46534   -0.14026    0.42262   -0.06485    0.16422    0.27880    0.11821
FACTOR   6    -0.04865   -0.08816   -0.20066   -0.02765    0.30652    0.02130   -0.40703    0.25426   -0.38056    0.65561
FACTOR   7     0.13322   -0.10303   -0.04876   -0.02652    0.14190   -0.38511   -0.23533    0.02320    0.73013    0.31071
FACTOR   8    -0.38655   -0.20957    0.08578   -0.05600    0.38699   -0.54547    0.52968    0.21012   -0.07912   -0.03698
FACTOR   9     0.05160   -0.33637    0.10189    0.16843    0.03344    0.00842   -0.34773    0.64763   -0.11167   -0.46143
FACTOR  10    -0.01924    0.34355    0.30757   -0.00849    0.34077   -0.15146   -0.43460   -0.07467    0.18625   -0.32720
FACTOR  11     0.01339    0.10254    0.34329   -0.19145    0.53847    0.11693   -0.06820   -0.33923   -0.27958   -0.03325

              FACTOR 11

FACTOR   1    -0.17174
FACTOR   2    -0.15276
FACTOR   3     0.21388
FACTOR   4     0.01995
FACTOR   5     0.02726
FACTOR   6     0.21175
FACTOR   7    -0.33827
FACTOR   8     0.12849
FACTOR   9    -0.28020
FACTOR  10     0.55825
FACTOR  11    -0.57634
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Security Classification

DOCUMENT CONTROL DATA - R & D

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ORIGINATING ACTIVITY *(Corporate author)*

Naval Postgraduate School
Monterey, California 93940

2a. REPORT SECURITY CLASSIFICATION
Unclassified

2b. GROUP

REPORT TITLE

Retention of Junior Officers in the Surface Navy

DESCRIPTIVE NOTES *(Type of report and, inclusive dates)*
Master's Thesis; June 1973

AUTHOR(S) *(First name, middle initial, last name)*

Thomas J. Lopez

REPORT DATE
June 1973

7a. TOTAL NO. OF PAGES
182

7b. NO. OF REFS
24

. CONTRACT OR GRANT NO.

9a. ORIGINATOR'S REPORT NUMBER(S)

. PROJECT NO.

9b. OTHER REPORT NO(S) *(Any other numbers that may be assigned this report)*

.

.

. DISTRIBUTION STATEMENT

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. SUPPLEMENTARY NOTES

12. SPONSORING MILITARY ACTIVITY
Naval Postgraduate School
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. ABSTRACT

The Surface Navy has had and is facing a serious problem in the area of retention of Surface Junior Officers. Through interviews and questionnaires, this study identified and examined pertinent aspects of that issue. Subjects were 162 Surface Junior Officers who were students at the Naval Postgraduate School. The results of the study revealed retention factors which appeared uppermost in the minds of the officers surveyed. Recommendations for change and attractive aspects of the Surface Navy were indicated by the respondents. Recommendations to possibly effect improvement in the Surface retention rate were included by the author.

D FORM 1 NOV 65 1473 (PAGE 1)
/N 0101-807-6811

Security Classification

A-31408

KEY WORDS	LINK A		LINK B		LINK C	
	ROLE	WT	ROLE	WT	ROLE	WT
Retention						
Surface Junior Officers						
Officer Retention						
Retention Factors						
Surface Navy Retention						

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